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# FROM THE ATTORNEY GENERAL

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**T**he Federal Bureau of Prisons is the largest component of the U.S. Department of Justice, and it plays a key role in the Department's efforts to make our society safer.

The Bureau does far more than just confine convicted offenders and deter crime. It provides a complete range of correctional programs such as work, vocational training, education, and drug treatment in its institutions — programs that can prevent future criminal behavior by giving inmates an opportunity to make positive changes in their lives. To complement its institutional operations, the Bureau also supports community-based confinement options, and other innovative programming for non-dangerous offenders.

While Federal prisons are not inherently dangerous places, they do confine some offenders who can present a wide range of threats. Tragically, Bureau of Prisons Correctional Officer D'Antonio Washington was killed in 1994 in an attack by an inmate. The death of Officer Washington in the line of duty serves to remind us of the need to be alert at all times to the risks and dangers that working with prisoners can present, and to be prepared for any emergency that may arise.

This issue of the *State of the Bureau* focuses on the Bureau's emergency response system — a system that provides important safeguards, not just to staff and inmates, but to the American people as well. The balance of the publication contains a great deal of valuable information about other aspects of the Bureau's institutions, programs, and management.

Each of the Bureau's 26,489 employees are trained professionals who contribute to the orderly and safe operation of Federal prisons. Bureau operations — including those involving emergency response situations — reflect the high qualifications, training, and professional experience these individuals bring to their jobs.

The Bureau of Prisons continues to be one of the premier correctional agencies in the world. I join the rest of the Department of Justice in saluting Bureau employees for the fine job they are doing in helping make our country safer.

  
Janet Reno



*Director Hawk tours the  
Metropolitan Detention Center,  
Guaynabo, Puerto Rico.*

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# FROM THE DIRECTOR

**T**he Federal Bureau of Prisons' annual *State of the Bureau* publication is intended to provide readers with up-to-date information about the agency, its institutions, and its programs, while highlighting a single issue of current importance. This year, that issue is emergency preparedness.

A major factor affecting the Bureau in the last year was growth. But a significant feature of that growth has been the increasing number of violent offenders who are serving long, non-parolable sentences. As a result of this trend, the Bureau has experienced a rise in the number of assaults and group incidents — situations that make this year's topic even more relevant.

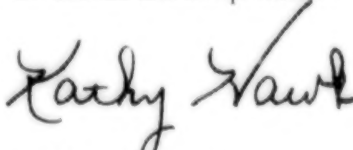
Although emergency preparedness is critical to meeting the agency's mission of operating safe, secure correctional institutions, so are many other aspects of the Bureau's operations. Indeed, as the article on emergency preparedness points out, other elements of the agency's management structure — reliance on prevention, communications, unit management, and others — are more important on a day-to-day basis than tactical responses.

This publication shows how the Bureau accomplishes its mission in a way that promotes staff and inmate safety, while


still permitting Federal institutions to operate in a humane manner and protect the public. But the other information in this issue is important as well. It shows the scope of Federal prison operations and the programs offered by the Bureau. This information is provided to help readers learn more about the Bureau, and to help them find that information in a single source document.

Sadly, we also pay tribute in this issue to Correctional Officer D'Antonio Washington, who was murdered at the U.S. Penitentiary in Atlanta, Georgia, in December, 1994. Mr. Washington's tragic death was deeply mourned by Bureau employees around the Nation. He made the supreme sacrifice in the line of duty, and his passing reinforces the Bureau's continuing commitment to the safety of the community, staff, and inmates, as its first priority.

In closing, I hope that this report will be helpful to readers in understanding the breadth of the Bureau's mission and the importance of the work our staff do every day. I welcome your comments on this issue, as well as on other aspects of the Bureau and its operations.



Kathleen M. Hawk



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# EMERGENCY PREPAREDNESS AND RESPONSE

A fight breaks out on the recreation yard of a Federal Correctional Institution. It spreads quickly to the gymnasium and nearby common areas of the institution, then to several housing units. Inmates begin to break into offices and storage areas, destroying property and setting fires. Disturbance Control and Special Operations Response Teams from this institution and two nearby Federal correctional facilities are immediately activated. The institution alerts the local sheriff's office, which provides staff to bolster perimeter security. The Disturbance Control Squad and Special Operations Response Teams restore order, containing damage and preventing serious injuries.

A correctional officer is accosted in a housing unit and taken hostage by an inmate who barricades a cell and threatens to kill the officer. Bureau of Prisons (BOP) and Federal Bureau of Investigation (FBI) representatives negotiate with the inmate and, when he begins to assault the hostage, overpower the assailant and safely free the employee.

A hurricane strikes the area where a major Federal detention facility is located; all utility services are lost, staff are unable to report for duty, and communications are cut off. Ultimately, because of extensive damage to the institution, the inmate population must be evacuated. BOP employees from throughout the Nation are deployed to the institution and assist in maintaining security, providing critical supplies, and transporting more than 1,400 inmates to other locations within a few days.

*Facing page: the Special Operations Response Team (SORT) at FCI Phoenix. Right: a U.S. Army helicopter extinguishes a building fire started by inmates during the 1987 disturbance at USP Atlanta.*

A group of Cuban detainees in a high-security U.S. Penitentiary take over their work areas and then progressively over-run other areas of the prison, setting fires, acquiring makeshift weapons, and taking 102 staff members hostage. Staff at the institution respond, backed up immediately by employees from the adjacent BOP regional office. Ultimately, as the crisis continues, Disturbance Control and Special Operations Response Teams and other BOP staff from all areas of the country become involved in managing the incident. Key tactical response teams and personnel from the FBI, the U.S. Marshals Service, the Immigration and Naturalization Service (INS), and the Department of Defense (DOD) are brought in. After prolonged negotiations, the siege is brought to a peaceful conclusion, and the hostages are all released.

These are just a few examples of the kind of emergency response situations that the BOP has encountered in recent years. Each required a different type of response, relying on varying personnel, equipment, and other resources. Each of these four crises was resolved in a

successful manner, with no risk to the public, no staff deaths, and minimal use of force to regain control of the inmates involved.

Thankfully, serious emergencies like these are rare — but they do occur. When they do, the BOP must respond immediately — to protect the public, staff, inmates, and Government property. But it also must respond appropriately, ensuring that injuries to staff and inmates do not occur or, at most, are minimal — and that Government



*FBI Phoenix Captain Craig Chalmers (left) reviews institution blueprints with Lieutenant and Assistant SORT leader Stewart Venable (right).*

resources are not wasted. This is why the BOP has developed an emergency response capability that provides a range of options to deal with a variety of challenges — from an isolated fight to a full-scale institutional disturbance; from negotiating with hostage takers to providing emotional support for hostages' families during the ordeal; from coordinating the assistance of other law enforcement agencies during a BOP emergency to bolstering local law enforcement in a time of community crisis.

The BOP's job is not an easy one — especially when prison populations are growing, and violent, gang-involved, and long-term inmates are represented in ever-greater numbers. The agency is expanding at a rapid rate — in terms of the number of inmates, the number of institutions needed to house them, and the number of staff needed to operate those institutions. And as the system expands, there is an even greater need for assurance that the prison system operates in a way that ensures public safety, as well as the safety of staff and inmates.

Fulfilling this mandate is a complex challenge. It involves issues like prevention, preparedness, coordination with other agencies, oversight, equipment, and training — as well as the tactical concerns of carrying out a response action.



One might think that emergency response starts with developing a tactical response capability. But in reality, prevention and preparation are the most important elements in any emergency scenario.

The classification system used by the BOP screens the incoming population and makes institutional assignments that match inmates with facilities that have the security and supervision features they need. This also means that, to a great extent, inmates are confined with offenders whose levels of sophistication and aggressiveness are similar to their own; this generally prevents comparatively strong inmates (or groups of inmates) from taking advantage of weaker peers. Thus, the classification system prevents many management problems that can lead to larger disturbances.

In the prison setting, communication is a major element in preventing misunderstandings and mistakes that can lead to serious incidents. BOP staff use many means of communicating with inmates, but perhaps the most effective vehicle for open communication is the agency's unit management system.

Under this system, a team of staff from various institutional disciplines (such as correctional officers, case managers, mental health personnel and counselors, and clerical support staff) manages each of the inmate housing units. These employees — known collectively as the "unit team" — are delegated a great deal of decision-making responsibility regarding inmate cases and the operation of their particular housing unit. Because inmate services are pro-



*FPC Terre Haute Correctional Officer Tom McIntyre talks with an inmate on his unit. Communication is a major element in preventing misunderstandings and mistakes that can lead to serious incidents.*

vided by employees who are stationed in the housing area (rather than at some remote, centralized site), inmates and unit staff interact directly on a daily basis. This allows staff to gain first-hand knowledge of the inmates they supervise.

Actually, unit management is far more than a method of facilitating communications — it is a vital part of successful institutional operations in the Bureau. Unit management allows staff from many disciplines the opportunity to make a meaningful contribution to inmate case management through the unit team. Unit management helps staff know who the inmates really are, what their needs are, and what the institution's response should be to those needs. As an added benefit, inmates develop confidence in the credibility of staff, making it more likely that the inmate population will accept management decisions. That, in turn, is a major factor in preventing institutional disturbances.

Of course, unit staff aren't the only ones who work with inmates — work supervisors, teachers, chaplains, psychologists, physicians, and staff from many other disciplines interact with inmates on a daily basis, keeping the lines of communication between staff and inmates open, and, in many cases, resolving minor issues before they become major problems. Equally important, the day-to-day management of the institution benefits from the way unit management promotes communication among staff in various institution departments.

Intelligence-gathering is another element of prevention that can pay big dividends. The BOP has numerous methods of gathering information about activities in each institution, including telephone monitoring, analysis of reports submitted by BOP staff at the end of each shift, and effective gathering and analysis of confidential information. In addition to gathering information within BOP institutions, the Bureau works closely with non-Bureau law enforcement agencies at the Federal, State, and local levels to track inmate contacts with outside parties who may plan to assist inmates in trafficking narcotics, escaping from the institution, or engaging in other criminal or disruptive activities.

Finally, the BOP's correctional worker concept — which stresses that every employee is a correctional worker first and a specialist second — means that every staff member is a potential source of information, analysis, and action. All employees — no matter what their job specialty — are trained in security procedures and trained to be



alert to unusual inmate activities or behavior. Likewise, all employees, not just correctional officers, are expected to respond to an emergency in a BOP institution. The flexible, rapid response capability encouraged by the correctional worker concept is, in many cases, the difference between a fight that is quickly isolated and broken up, and one that escalates into an institution-wide disturbance.

While prevention has an enormous impact on the safety and security of BOP institutions, preparation for an actual emergency is also critical, for the correctional environment can be extremely volatile and efforts to anticipate and prevent disruptive activity may sometimes be unsuccessful.

Every BOP institution has individualized emergency plans that outline definite responses to specific emergencies. These plans, which cover incidents as varied as escape, fire, riot, hostage-taking, and natural disaster, provide staff with information on whom to notify,



*FCI Phoenix Warden C.E. Floyd (left) reviews emergency plans with Deputy Chief of Emergency Preparedness Jim Warner (right). Captain Craig Chalmers (center) looks on.*

what posts to fill, which outside agencies to call for assistance, and many other contingent actions depending on the nature of the crisis. Every prison staff member is required to review these plans annually, and all plans are updated each year to ensure that they are current.

Training in emergency response tactics and techniques is an important element

in the career of every BOP employee. Starting with initial training at the Staff Training Academy in Glynnco, Georgia, and continuing in annual refresher training at each BOP location, every employee in a BOP institution (again, not just correctional officers) receives training in important response skills, including the use of firearms.

The BOP's executive and managerial staff is experienced in crisis management issues. The BOP's current Director (while serving as an Assistant Director) was assigned as one of the on-site managers during a major hostage situation at a BOP facility in Talladega, Alabama, in 1991. The Director also recently participated — along with the Deputy Attorney General — in sophisticated crisis management training sessions conducted for top Department of Justice (DOJ) executives by the Federal Bureau of

*All staff—regardless of their occupational specialty—participate in basic correctional training at the Staff Training Academy in Glynnco, Georgia, and annual refresher training at each BOP institution.*





*Warden C.E. Floyd discusses contingency plans with other Federal law enforcement officials from the Phoenix area. Interagency cooperation and planning is a key component of the Bureau's emergency response strategy.*

Investigation. These officials and other high-level managers in the DOJ and BOP are fully prepared to respond effectively to crisis situations.

Finally in the area of preparedness, the BOP has enacted memoranda of

understanding with the FBI and many other agencies that outline the scope and nature of cooperation among participating agencies during crisis situations. Joint emergency response, hostage negotiation, and tactical planning exercises are held on a regular

basis at every institution. Many BOP institutions conduct mock escape or other types of drills in order to critique their own emergency response readiness and fine-tune their working relationships with other law enforcement agencies.





*Above: FCI Phoenix's Disturbance Control Team practices riot control formations.*

*Right: Lieutenant Stewart Venable reviews breaching plans with SORT members during a training session.*

*Facing page: FCI Phoenix's SORT stages an assault on a bus.*



Classification, unit management, intelligence gathering, and the correctional worker concept go a long way toward preventing potential problems in BOP institutions. Planning and training ensure that staff can respond to small flare-ups immediately, and, in most

cases, resolve situations almost as soon as they begin. But in a small number of cases, more serious problems arise.

The most common response to an emergency that cannot be controlled by staff who initially arrive on the scene is

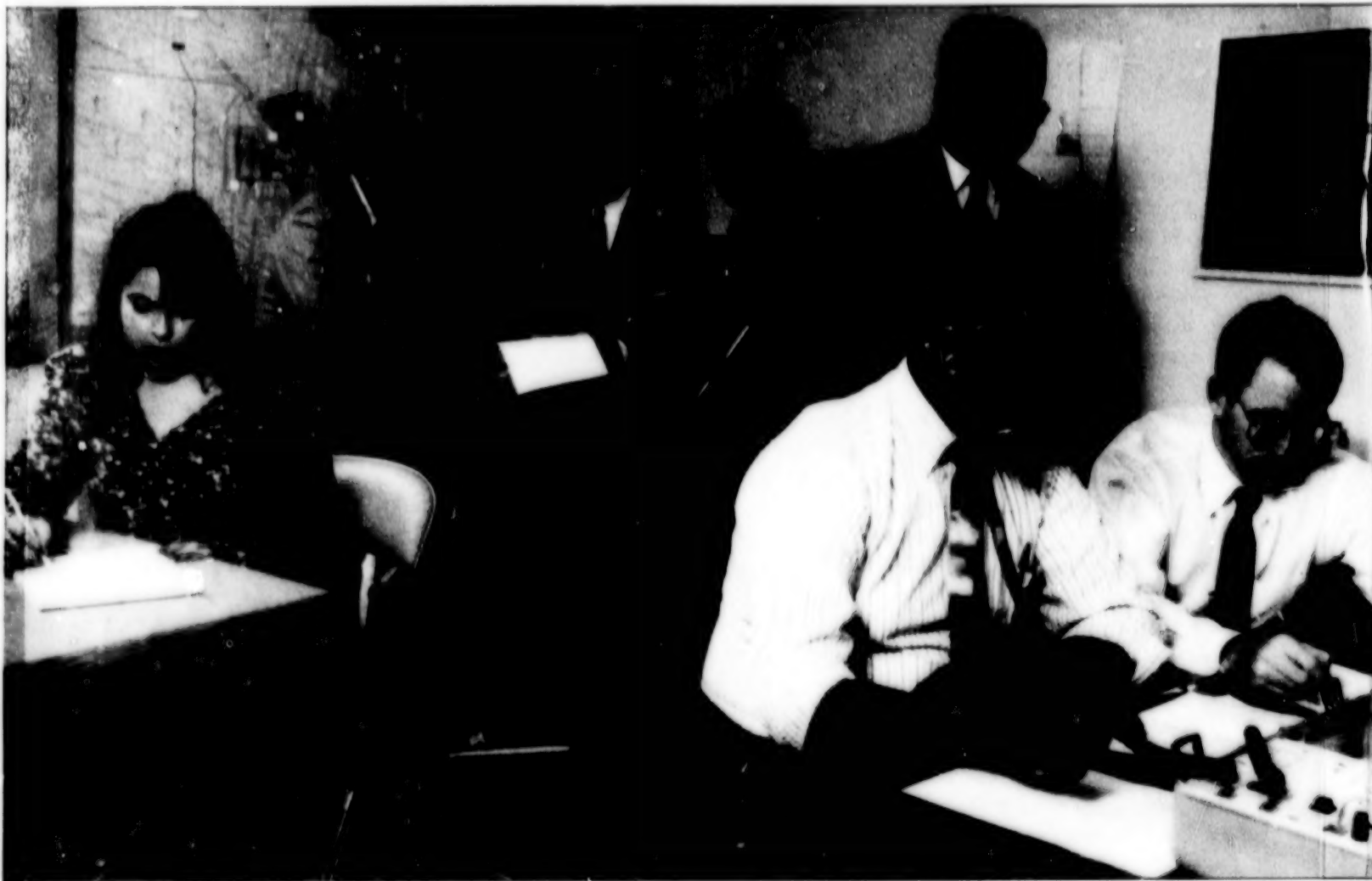
mobilization of a Disturbance Control Team (DCT). This group of trained staff (made up of BOP employees who volunteer from all disciplines and job specialties) provides the first fully organized response to an emergency situation. DCT's are expected to contain,

control, and resolve incidents, up to and including institution-wide disturbances. They receive formal training in riot control procedures, including the control and containment of large and small groups of inmate rioters and the use of defensive equipment such as batons, stun guns, and chemical agents.

Another response option in the BOP is the mobilization of the Special Operations Response Team (SORT). SORT's are small, highly trained, tactical response groups, with greater expertise and specialized training than DCT's. SORT's are maintained at all medium-, high-, administrative-, and maximum-security BOP facilities. SORT members (who are also volunteers drawn from all disciplines) receive specialty training in many tactical skills, including response planning, blueprint reading, rappelling, hostage rescue, building clearing, precision marksmanship, and use of specialty defensive equipment such as distraction devices and non-lethal dispersants. SORT's are required to train 8 hours each month, and they must meet certification standards during annual training and during regional training maneuvers held each year.

SORT's provide the BOP with an internal response capability for situations that may demand maximum use of force, such as the use of specialized weapons. SORT's also provide tactical planning expertise to institution executive staff when they are developing and updating their emergency plans. SORT's develop and practice emergency response plans for each area of their institution, so that they will be prepared should a crisis occur.





*The Hostage Negotiation Team at FCI Phoenix. Left to right: Recorder Christina Baker, Case Manager George DeMatteo, Chief Psychologist Dr. Irwin Grossman, Psychologist Dr. Sandra Delahanty, Drug Treatment Specialist David Robinson (seated left), Unit Manager Walter Jones (standing), and Drug Treatment Specialist Charles Roth (seated right).*

Yet another category of emergency response in the BOP involves the use of Hostage Negotiation Teams (HNT's). Over the years, the BOP has identified and trained a cadre of hostage negotiators, who are now in place throughout the agency. Ordinarily, each HNT consists of a lead negotiator or team leader and two backup negotiators, all of whom are aided by a mental health specialist. HNT's train each month and participate in two mock exercises each year.

Although they are separate entities, the DCT, SORT, and HNT often work together as a team. Joint exercises are held regularly to test abilities and ensure that all three teams work well together.

This emergency response structure is reviewed and monitored by the BOP's internal oversight system. Both the BOP's Office of Emergency Preparedness (charged with primary operational oversight) and the BOP's Program Review Division (charged with strategic

review of all BOP programs) periodically review the crisis intervention system.

Until the early 1980's, the BOP had relied primarily on other agencies — such as the FBI, the U.S. Marshals Service, and the military — for logistical and operational support to manage crisis situations effectively. The BOP experienced relatively few major incidents before the 1980's, and institution DCT's, supported by law enforcement staff from other agencies, met most of

the Bureau's needs. However, starting in the early 1980's, several incidents convinced Bureau managers that the agency needed an enhanced emergency response capability of its own.

The first of these events occurred in 1983, when a number of assaults and other serious incidents culminated in the murder of two correctional officers at the U.S. Penitentiary (USP) in Marion, Illinois. Large numbers of staff from other BOP facilities across the Nation — some specially trained in use of force and tactical procedures — were temporarily detailed to Marion to help bring an end to the unrest at the institution.

A SORT from USP Leavenworth, Kansas, was one of the first groups to arrive. This team had been trained in highly structured, non-lethal response techniques that were already in use by the U.S. Army at the U.S. Disciplinary Barracks at Fort Leavenworth, but



*A staff member embraces a former hostage following the 1987 disturbance at FDC Oakdale.*

were new to the BOP. (Fort Leavenworth, a disciplinary barracks for inmates sentenced under military law, is adjacent to the BOP's USP Leavenworth, which is a penitentiary for civilian offenders.) The techniques that the Leavenworth SORT used at USP Marion were quite effective — the SORT swiftly and safely resolved inci-

dents in which force was needed, and it provided a highly effective psychological deterrent to other inmates who might otherwise have engaged in dangerous conduct.

As a result of its success at Marion, the SORT concept began to develop in the BOP. SORT's were formed at many BOP institutions, and multiple-institution SORT competition and training exercises emerged. Initially, these were sanctioned, but loosely regulated events — largely because the program operated at first without a BOP policy to govern its national implementation.

The need for enhanced response capability was even more clearly demonstrated in November 1987, when Cuban detainees at two BOP institutions — FDC Oakdale, Louisiana, and USP Atlanta, Georgia — rioted, seized control of the facilities, and took a total of 138 staff members hostage. The emergency plans at these institutions did not include contingen-

*The Special Operations Response Team from USP Leavenworth, circa 1983.*





cies for institution-wide takeovers in which large numbers of hostages were held. Moreover, the BOP faced a monumental task in responding simultaneously to two major riot and hostage situations at different geographical locations; at that time, it did not have the benefit of national emergency response guidelines, planning, or equipment.

Fortunately, the incidents at Atlanta and Oakdale were resolved peacefully through extended negotiations and with the assistance of many other

Federal, State, and local agencies. Still, these incidents taught the BOP difficult lessons about planning and emergency preparedness.

One of the first actions taken following resolution of these two disturbances was an in-depth after-action review, which resulted in 107 recommendations dealing with a variety of emergency preparedness issues. In order to ensure that these recommendations were implemented and followed, the BOP established the Office of

Emergency Preparedness (OEP) within the Correctional Programs Division at the Central Office. OEP was given the responsibility of ensuring that the 107 recommendations, all approved by the BOP's Executive Staff, were written in policy and implemented agency-wide.

The Atlanta/Oakdale riots also showed that SORT's needed more national direction and control, and that DCT's and HNT's needed to work together with SORT's to create a system of coordinated emergency response.





*Above and left: FCI Phoenix SORT members complete various segments of the institution's 14-station obstacle course. Physical conditioning is an important part of SORT training.*

The Atlanta/Oakdale recommendations produced immediate changes in the way SORT exercises were conducted. Until that time, SORT competitions had been comparatively unstructured, athletically-based tournaments between

SORT's from BOP institutions and Special Weapons and Tactics (SWAT) teams from State and local law enforcement agencies. After 1988, SORT exercises became organized, week-long regional training events that focused on collaboration between SORT's and featured tests of mental, as well as physical, acuity.

In 1990, the OEP began developing guidelines for certifying SORT teams' abilities, including problem-solving and

the use of tactical and firearms skills for the resolution of emergency situations. During regional SORT training, each team would now be expected to demonstrate its ability to adhere to these guidelines and meet the prescribed standards.

At this point — in the fall of 1991 the third defining event in the evolution of BOP emergency response strategies occurred. Just before the first regional SORT training and maneuvers certifi-



*Above: BOP staff negotiate with hostage takers during 1991 standoff at FCI Talladega.*

*Right: BOP and FBI staff immediately after Talladega hostages are rescued.*



cation was to take place, Cuban detainees awaiting repatriation overpowered staff in a detention unit at the Federal Correctional Institution (FCI) in Talladega, Alabama, took control of the unit, and held as many as 10 BOP and INS employees hostage. After protracted but unsuccessful negotiations over a 10-day period, BOP and FBI tactical teams stormed the unit, regained control, and safely rescued all of the hostages.

This incident demonstrated the dividends paid by hard work and the application of the lessons learned at

Atlanta and Oakdale; the BOP's response capability had been significantly increased, both at the local and national levels. FCI Talladega's own DCT, SORT, and HNT were mobilized quickly; their decisive actions in the early hours of the crisis contained the disturbance to a single housing unit and prevented the unrest from spreading throughout the institution.

When it became clear that the situation would take some time to resolve, the BOP reinforced FCI Talladega's staff with SORT's, DCT's, and HNT's from other Bureau institutions. It also activated command centers at the Central Office and Southeast Regional Office and provided logistical support — such as meals, clothing, counseling, and financial assistance — to the families of those taken hostage and to staff temporarily detailed to Talladega during the crisis.

BOP hostage negotiation teams worked alongside their FBI counterparts throughout the crisis. BOP and FBI intelligence-gathering techniques were used to collect important information about the situation. Ultimately, and most importantly, joint tactical action between the agencies resulted in a successful resolution of the crisis. All hostages were rescued

safely, no inmates escaped, and no staff or inmates received significant injuries during the crisis or its resolution.

The BOP learned from this incident as well; an after action analysis of the crisis resulted in a set of additional emergency response recommendations. The BOP further expanded the overall response concept, establishing a requirement for all medium-security institutions and higher to form their own SORT's and HNT's. Increased emphasis was placed on ensuring that BOP DCT's were trained and equipped sufficiently.

The BOP also learned that equipment needed in an emergency must be available and ready for rapid shipment to a crisis site. Because this need is so great, each region now maintains an emergency logistics center — equipped with supplies ranging from emergency lighting to portable field kitchens — to support institution operations in an emergency.

Since the Talladega incident, the BOP has faced other significant crisis situations that have required deployment of emergency response teams. In the summer of 1992, at the request of the Attorney General, BOP SORT's were detailed on an unprecedented mission to assist in quelling the civil unrest and rioting in the city of Los Angeles. The BOP's emergency response system was also tested later in 1992 when Hurricane Andrew struck south Florida and severely damaged two BOP facilities — necessitating the evacuation and relocation of more than 1,400 inmates.

The response capability demonstrated so well in Los Angeles and Miami was proof that the BOP had successfully incorporated the lessons learned from Atlanta, Oakdale, and Talladega. The changes in SORT's over the years — from local, loosely structured, independent teams, to teams that were nationally administered, highly organized, and uniformly trained — meant that BOP SORT's were now ready to function effectively, even in what normally would be considered a role for police SWAT teams.

Today, the BOP continues to seek out, develop, and review new ideas and technologies that can improve emergency readiness. The Office of Security Technology, within the Information, Policy, and Public Affairs Division, is charged with keeping abreast of and evaluating new security technologies and, if they are applicable to BOP operations, recommending them to the OEP or other appropriate BOP users. During 1994, the

Department of Justice's Office of the Inspector General (OIG) reviewed the BOP-wide emergency response system, at the request of the Director. The Inspector General's Office reviewed OEP operations at the Central and regional offices, and those of selected institutions' emergency response teams. The OIG's final report recommended increased emphasis on training for DCT's, the establishment of certification standards for DCT's, and the implementation of disturbance control training for all institution personnel during annual refresher training.

OEP has responded to OIG's report by recommending new policies and procedures to the BOP Executive Staff. These include a certification process for DCT's, increased training in disturbance control techniques (to include a segment for all staff during annual refresher training), and standardized equipment for all DCT's.

*Hurricane Andrew's 168-mile-an-hour winds toppled high-mast lighting at MCC Miami. The hurricane also cut off water, power, and communications at the MCC and caused severe damage to several structures and the perimeter fence, necessitating the evacuation of more than 1,400 inmates.*





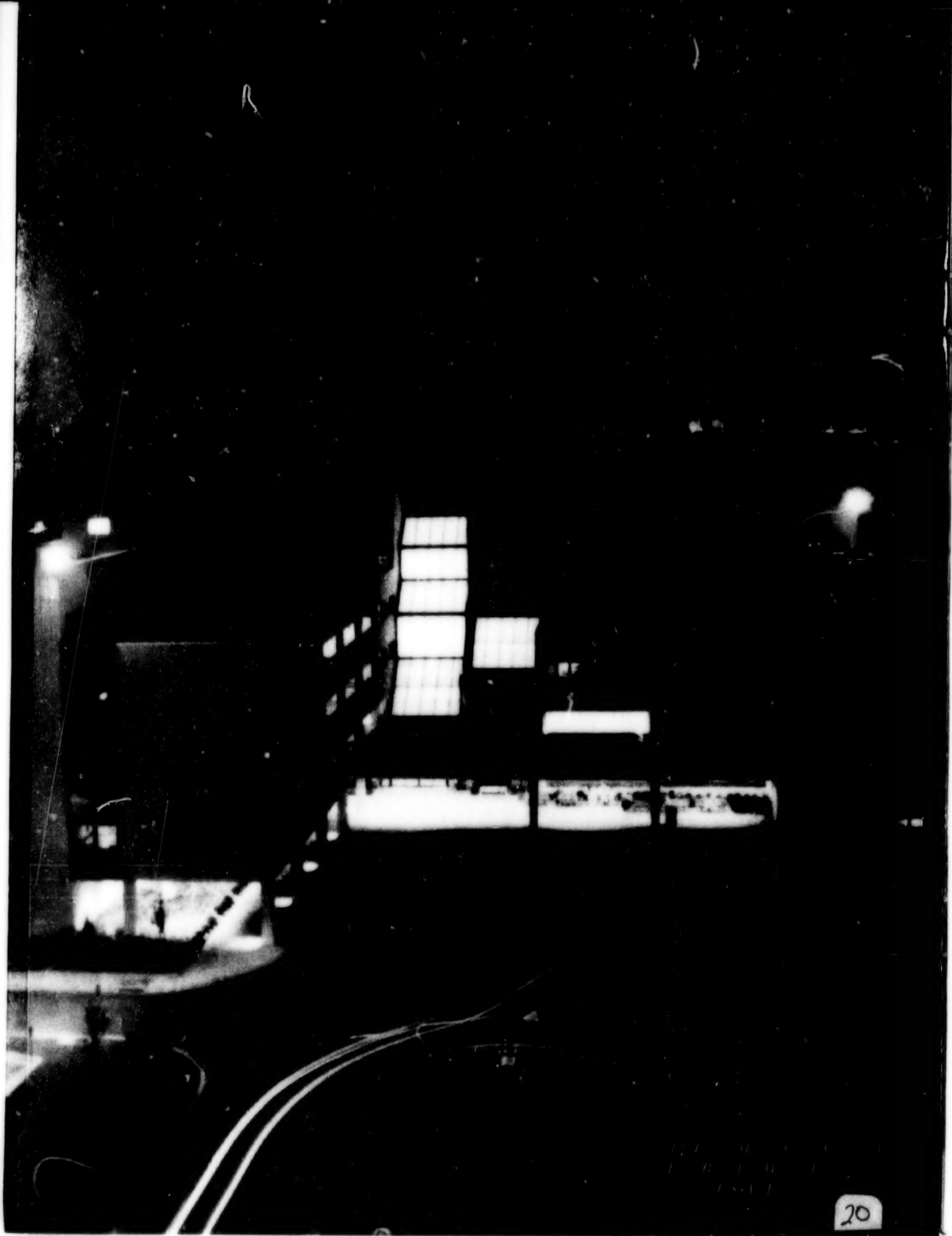


*FCI Phoenix's Disturbance Control Team unwinds after a long, hot day of training. Team leader Vernon Neel (left) holds a 37/38 mm. gas gun.*



While Disturbance Control Teams remain the primary emergency response asset of the BOP, future plans include further integration of the emergency response system through the participation of DCT members and HNT's in annual SORT maneuvers and training. Also, the oversight process within OEP now includes a computer software program that allows regular review of logistical data (for instance, the availability of stock-piled equipment and supplies), and DCT, HNT, and SORT training and qualifications. All records in the system are updated at the regional office level and electronically transferred to the Central Office computer system. During a crisis, the Central Office command center can search records nationwide to find specific equipment, specially-trained staff, or employees with needed language skills.

The continued rapid expansion of the BOP and the influx of younger, more violent offenders necessitates a continued emphasis on emergency preparedness. Strengthened by lessons learned from the recent past, the BOP now stands ready to respond appropriately to crises at the local, regional, or national level.



# 1994: THE YEAR IN REVIEW

The Federal Bureau of Prisons (BOP) has utilized a strategic planning approach to management since 1988. Driven by its Mission Statement, the BOP's six broad correctional goals provide the framework for its strategic plan.

The BOP's current strategic plan reflects major issues that face the agency today. Particular emphasis is placed on those that are relevant to institutional operations and those that impact the safety and security of BOP institutions. The agency's mission and six national goals are reviewed annually at a dedicated planning session and then regularly throughout each year to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency and the challenges confronting the Bureau. Specific objectives, which fall under each of the broad goals, are also reviewed and modified as necessary.

During the FY 1994 Executive Staff planning meeting, 21 revisions were made to the strategic planning objectives. These revisions were to have a significant effect on the BOP's strategic planning for 1994. The Executive Staff approved the addition of eight new objectives, addressing the following areas: transfer of criminal aliens; labor management partnerships; the Americans With Disabilities Act; streamlining; internal management regulations; the Religious Freedom Restoration Act; the "'90's inmate;" and community service.

The following Year in Review section is organized according to the Bureau's six national goals.



## STRATEGIC GOAL 1: POPULATION MANAGEMENT

*The Federal Bureau of Prisons will proactively manage its offender population to ensure safe and secure operations.*

■ In 1994, Congress approved funding for a low-security facility at Fort Devens, Massachusetts, and three expansion projects at existing institutions. More than 30,000 beds were under some phase of development by the end of 1994; 8,000 of these should be constructed in 1995, and 10,000 should be constructed during 1996.

■ During 1994, the BOP opened four new institutions to help deal effectively with the growing number of Federal inmates. New institutions at the following locations began housing inmates: Carswell AFB, Fort Worth, Texas; Greenville, Illinois; Pekin, Illinois; and Florence, Colorado (the administrative maximum-security facility). More than 3,000 beds were added

*The dramatic growth of the Federal inmate population has caused crowding at virtually all Federal prison facilities. This housing unit is typical of minimum- and low-security facilities.*

to BOP's capacity with the activation of these new institutions.

■ During 1994, the Bureau's inmate population grew by 6.1 percent—from 89,586 to 95,034. During this same period, the Bureau actually reduced its system-wide crowding level by 6.6 percent—from 135 percent of capacity to 126 percent during 1994. (This crowding rate is based on the Bureau's double-bunking standard. Using a one-inmate, one-cell standard typical of most States, the Bureau's crowding rate would still be 135 percent.)

■ The BOP finished building and has activated Federal Correctional Complexes (FCC's) at Allenwood, Pennsylvania, and Florence, Colorado. FCC's consist of several correctional facilities of varying security levels located in close proximity to one another, reducing operational costs through shared services.



■ The United States Penitentiary (USP), Allenwood, Pennsylvania, was the final institution to be activated at FCC Allenwood; with its completion, Allenwood became the agency's first fully operational FCC. Although the USP began receiving inmates in late 1993, it was not until 1994 that it reached its full operating capacity. Other correctional facilities at FCC Allenwood include a low-security FCI which opened in December 1992), a medium-security FCI (which opened in August 1993), and a Federal Prison Camp which originally opened in 1952 but is now part of the FCC). During 1994, USP Allenwood's population grew to 841.

The FCC in Florence, Colorado, also became fully operational in 1994, as the USP and the Administrative Maximum

Security facility (ADX) in Florence were both activated. Routine designations and transfers to USP Florence commenced in February; by the end of December, the USP had a population of 836. The ADX accepted its first 40 transfers from USP Marion on December 1 and is scheduled to receive its full complement of inmates in 1995. ADX Florence will assume USP Marion's role as the most secure prison in the Federal system, housing its most dangerous and escape-prone inmates. Once ADX Florence is fully operational, Marion will assume its new mission as a high-security Federal penitentiary. FPC Florence (opened in July 1992) and the medium-security FCI Florence (opened in January 1993) are the other two facilities which, with the USP and ADX, compose the FCC.

*BOP and U.S. Marshals Service staff, assisted by State and local law enforcement authorities, transport high-security inmates from USP Marion to ADX Florence.*

The new penitentiaries at Allenwood and Florence enabled the BOP to reduce systemwide crowding at the penitentiary level from 154 percent to 128 percent of capacity as of December 31.

The Bureau is currently constructing other Federal Correctional Complexes in Coleman, Florida; Beaumont, Texas; and Butner, North Carolina.

■ Under the terms of an agreement with the U.S. Air Force, the Bureau acquired several buildings at Carswell AFB, Fort Worth, Texas, including a fully equipped 300-bed hospital, several military barracks, a warehouse, and other facilities, all of which will be converted for correctional use. The establishment and operation of a Federal Medical Center (FMC) at Carswell directly responds to the critical need for additional medical bedspace in the Bureau of Prisons. By acquiring an already-built, fully equipped medical facility, the Bureau will realize a significant reduction in construction time and costs. The Bureau's move into the facility has reduced the negative economic impact that the base closure would have had on the local community.

On November 15, the BOP, in conjunction with the U.S. Marshals Service (USMS) and Immigration and Naturalization Service (INS), moved 33 inmates with chronic medical conditions from FMC Lexington to the newly-activated FMC Carswell. The



*Foreman Denise Thomas (left) instructs an inmate worker at the Federal Prison Industries factory at FMC Lexington. The female inmate population has grown significantly over the past few years.*

move occurred using air transportation services provided by the INS, and future moves have been planned.

■ A new, privately run 1,000-bed Federal detention facility in Eloy, Arizona, began operations on July 26. The new facility, built and operated by a private contractor, represents a cooperative effort involving the Bureau of

Prisons, the Immigration and Naturalization Service (INS), and the Executive Office for Immigration Review. Half of the bedspace at the Eloy facility is used to house sentenced, BOP, non-U.S. citizen inmates, and the other half is for INS detainees who have finished serving sentences in State prison facilities and are awaiting deportation proceedings. There are three court-

rooms at the facility, and deportation proceedings are held on-site.

While the Bureau has contracted with State and local corrections agencies in the past for the housing of Federal inmates and with private companies to operate Community Corrections Centers, the Eloy venture represents the first time the BOP has contracted out for both the construction and operation of a secure correctional facility. By year's end, the Bureau housed 690 more inmates in contract facilities than it had in 1993.

■ In 1994, the Bureau developed and implemented a new designation and classification system for female offenders, which will result in greater use of minimum-security bedspace for women. Because it generally costs less to house an inmate in a minimum-security institution, this reclassification will result in a significant cost avoidance.

■ Specialized on-site staff training in working with female offenders has been provided at institutions converting from male to female and at new female facilities. A national forum on female health care was held for Health Services staff. Religious Services and Psychology Services provided training on women's issues for new staff in those disciplines. Education, recreation, and parenting programs have all made strides in developing resources for female offenders.

■ The Bureau's community corrections and home confinement programs experienced substantial growth in 1994. In 1994, community corrections



average daily populations increased by 8 percent, from 5,296 to 5,748; home confinement populations increased by almost 25 percent, from 931 to 1,167. The increased use of these alternative confinement options nominally offset the crowding pressures being placed on low- and medium-security facilities.

In October 1994, about 17 percent of the community corrections population was on home confinement; by December, this figure increased to about 19 percent. The home confinement population has averaged over 1,000 inmates since the end of October, and the Bureau anticipates additional growth.

■ In 1994, the BOP expanded its use of Comprehensive Sanctions Centers (CSC's), which are designed to meet the needs of offenders on supervision who have reverted to the use of drugs and inmates who are returning to the community after extended periods of incarceration. The CSC's offer a program that is similar in many ways to that offered at the traditional Community Corrections Center, but give greater emphasis to offender accountability and programming.

In little more than 1 year, the Bureau has established CSC's in San Francisco, California; Columbia, South Carolina; Chicago, Illinois; Grand Rapids, Michigan; Atlanta, Georgia; Miami, Florida; Baltimore, Maryland; New Orleans, Louisiana; and Indianapolis, Indiana.

■ The BOP continued to successfully manage an inmate population that

throughout the year presented many difficult problems. Disturbances, food strikes, and work stoppages occurred throughout the system. A recent Bureau study of individual inmate misconduct rates has shown that, over the past 2 1/2 years (January 1992 through June 1994), the most severe types of misconduct are up 19.0 percent, serious misconduct is up 29.0 percent, moderate misconduct is up 17.5 percent, and low level misconduct is up 19.6 percent. A second study has shown that group misconduct (incidents involving five or more inmates) has increased 24.7 percent—from 93 in fiscal year 1993, to 116 in fiscal year 1994. The majority of disruptive incidents were resolved without significant injury to staff or inmates. However, in December, a BOP correctional officer was killed by an inmate during an isolated incident at USP Atlanta (see "In Memoriam: D'Antonio Washington," on page 37). BOP employees mourned the loss of a fallen colleague and were reminded by this tragic event of how dangerous prison work can be.

## STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT

*The Federal Bureau of Prisons will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.*

■ In order to appropriately manage an ever-growing inmate population

and to staff its new facilities, the Bureau hired 2,983 new employees in 1994, bringing the total number of employees to 26,489 by the year's end.

■ On November 1, the BOP began use of the Microcomputer-Assisted Rating System (MARS)—a joint project between the Bureau of Prisons and the Office of Personnel Management. The system is designed to automate the rating of the approximately 20,000 applications processed annually for correctional officer positions.

Because of its potential cost efficiencies and increased customer service benefits, MARS was designated a Government Reinvention Laboratory project by the Department of Justice. In the future, MARS will be used for processing applications for other positions, possibly including those that are filled internally through merit promotion procedures.

■ When it comes to hiring new staff, the Bureau upheld its high standards of years past, recruiting qualified and motivated staff from all backgrounds and throughout the United States. In order to enhance the diversity of its workforce, the BOP has recruited from historically black colleges and universities, as well as institutions affiliated with the Hispanic Association of Colleges and Universities. Additionally, recruitment materials were mailed to many vocational and trade schools. Follow-up visits to some of these schools have further benefited the recruitment effort, and more such visits will be made in 1995.

■ In 1994, the BOP continued a program (involving mailings, college visits, and other approaches) that focuses on recruiting military and minority candidates while targeting hard-to-fill positions at the national, regional, and local levels.

■ Prior to the formation of a Health Services Recruitment office in late 1989, the Bureau experienced a 40- to 50-percent vacancy rate among its physician and physician assistant (PA) positions. Through a concerted effort, the BOP's cumulative vacancy rate for all authorized physician and PA positions had been reduced to just 5 percent by the end of 1994.

■ In accordance with Government-wide efforts to reduce the size of the Federal workforce, the BOP developed a streamlining plan and submitted it to the Department of Justice. The plan, which was approved by the Department, will help the Administration and the Congress to reduce the Federal workforce by 272,000 positions over the next several years.

■ The Management and Specialty Training Center in Aurora, Colorado, trained 180 mentoring program coordinators and Employee Development staff to begin implementation of the BOP's new Staff Mentoring Program. Participants from institutions, regional offices, and the Central Office learned how to conduct mentor training for staff at their respective work locations. Approved by the Executive Staff in September, the Staff Mentoring Program will provide employees the opportunity to receive formal mentor-



*Through a concerted recruiting effort, the Bureau has brought the vacancy rate for physicians and physician assistants down to just 5 percent.*

ing from more-experienced staff in order to enhance personal growth, professional development, and upward mobility.

■ Bureau management and the American Federation of Government Employees, Council of Prison Locals, formulated a new partnership agreement to enhance labor-management relations. A National Partnership Coun-

cil was established to pursue strategies that will enable the Bureau and its employees to more effectively carry out the agency's mission, improve employee relations, and better serve the public. The Council, working with the cooperation and support of the Federal Labor Relations Authority and Federal Mediation and Conciliation Service, began efforts to develop guidance and training programs that will assist in the imple-





*A reinforced perimeter is one of the fundamentals of institution security.*

mentation of Local Partnership Councils at Bureau institutions.

■ The Bureau continued its beneficial relationships with minority organizations, such as Federally Employed Women (FEW), the League of United Latin American Citizens (LULAC), and the National Association of Blacks in Criminal Justice (NABCJ). Female and minority employees occupy positions at all levels of Bureau management.

■ In February, video conferencing systems were installed in the Staff Training Academies at Glynco, Georgia, and Artesia, New Mexico. Video conferences have been held between these systems, as well as with the systems installed in the Central Office, the Management and Specialty Training Center in Aurora, Colorado, and National Academy of Corrections

offices in Longmont, Colorado. Instructors and resource staff stationed in one of the locations can conduct training sessions at any of the other locations without having to travel there. These systems have already saved significant travel expenditures and staff time.

■ In 1994, all BOP employees received

ethics/standards of conduct training. All regions report ongoing ethics training activities and an increased awareness of ethics issues. In addition, all staff were trained in cultural diversity awareness.

### STRATEGIC GOAL 3: SECURITY AND FACILITY MANAGEMENT

*The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.*

■ Four major projects related to institution perimeter security were completed in 1994. A new perimeter fence was

installed at one institution, and new perimeter fence escape detection systems were installed at three others.

■ The BOP continued to enhance its ability to respond to emergencies through the training of Special Operations Response Team, Disturbance Control, and Hostage Negotiation staff. It also closely tracked its logistic-site equipment inventories to ensure that supply levels are adequate for emergency mobilization.

■ The Bureau's continued emphasis on training, physical security, and sound correctional practices has helped reduce the rate of escapes from secure institutions to its lowest level since the Bureau began tracking escape rates in 1973. In 1994, only one inmate escaped from a secure Bureau of Prisons facility, a low security institution. The reduction in the number and rate of escapes is particularly noteworthy given that the Bureau's inmate population has more than tripled since 1980.

■ In 1994, the Bureau implemented a revised Security Designations Manual, which included a new female inmate classification system and initiated the use of Management Variables. Use of Management Variables allows more flexibility in housing and increases the Bureau's ability to monitor inmates who are violent, sophisticated or who are escape risks.

■ In 1994, the BOP began implementing its new Automated Visiting Program, which maintains a record of the names of all inmates within the

institution, the names of relatives and friends who are approved to visit each inmate, and a history of visiting activity at each institution.

■ Although the Bureau must build new facilities to safely house the ever-growing Federal inmate population, the BOP strives to maximize available bed-space and contain costs by making optimal use of all of its facilities. One-fourth of the Bureau's 79 institutions were built before 1950, and one-half were built before 1980. Despite years of wear and tear, each of these structures is in remarkably good shape, and most will safely house Federal offenders for years to come. The fact that these older buildings can continue to provide a

safe, secure, humane environment for Federal inmates reflects the effectiveness of sound basic upkeep and aggressive preventive maintenance.

During 1994, the Bureau increased its overall completion rate for its preventive-maintenance program, ensuring the integrity of its facilities, from 85 to 91 percent. The BOP also increased its completion rate of life-safety projects by 6 percent, up to 88 percent overall.

■ The BOP is a lead agency within the Department of Justice in terms of its comprehensive and successful recycling programs. During 1994, the Bureau recycled more than 8,850 tons of materials. This reflects the BOP's

concern for the environment and its commitment to making the most of its available resources.

■ Federal Prison Industries, Inc. (FPI), is working with a private sector trade association to disassemble used mattresses and recycle the recovered components. FPI is piloting this endeavor at the Federal Correctional Institution in Fairton, New Jersey. The mattress project represents a landmark in FPI's history as it brings together a private sector trade association and the Federal Bureau of Prisons with the common goals of employing inmates and environmental stewardship. Because of the success of this project, FPI plans to undertake similar opportunities in 1995.

*Disassembled mattresses in a Federal Prison Industries warehouse at FCI Fairton, New Jersey. While whole mattresses are not recyclable, their component parts are.*



■ The BOP continued to make strides in achieving energy reduction goals established by Congress and the President. Energy use in FY 1994 was down 6 percent compared to use in the base comparison year of 1986, and was 2 percent lower than in FY 1993. This accomplishment was attained despite the continuing increase in the inmate population and the activation of several new facilities.

■ Family Employee Assistance Team (FEAT) continues to respond during certain institutional crisis where there may be a threat to security or the facility. In January 1994, a Family Employee Assistance Team was sent to the Metropolitan Detention Center in Los Angeles after the earthquake. The Team spent one week conducting debriefing sessions with staff and inmates.



*FCI Sheridan Garage Foreman Dean Anderson poses with a Vice Presidential Hammer Award that he received for his role in a program that restores Government trucks, tractors, trailers, and pieces of heavy equipment.*

#### STRATEGIC GOAL 4: CORRECTIONAL LEADERSHIP AND EFFECTIVE PUBLIC ADMINISTRATION

*It is the goal of the Federal Bureau of Prisons to manage its operations and resources in a competent and effective manner that encourages creativity and innovation in development of exemplary programs as well as excellence in maintaining the basics of correctional management. The Bureau continually strives toward improvements in its effective use of resources and its efficient delivery of services.*

■ By June, the BOP had begun to align its strategic plan with the requirements of the Government Performance and Results Act (GPRA), an effort by Congress to make the Federal Government more accountable to the public. This will be accomplished by developing national objectives with measurable targets and management indicators, which allow program managers to gauge their progress toward established targets.

■ On September 27, an FCI Sheridan garage foreman received a Vice Presidential National Performance Review Hammer Award for his role in helping the FCI's satellite camp create a Government program that works better and costs less. The program involves restoring trucks, tractors, trailers, and pieces of heavy equipment for various Government facilities around the Nation. Hammer Awards were presented to Federal employees at 72 sites across the country during National Performance Review Anniversary Celebrations in September and October.

■ The BOP's South Central Regional Office conducted a pilot program to consolidate major acquisition action at the regional level. All contracts exceeding the small-purchase threshold (proposed to be \$100,000) were solicited and awarded at the regional level. Joint administration of the contracts occurred between the institution and region. The pilot was designed to test the effectiveness and any cost efficiencies resulting from such consolidation.

■ The BOP has developed and implemented a computerized method to take and store inmate photos at its

institutions. Inmate photos had been taken with traditional cameras and self-developing film, and "hard" copies of inmate photos were stored in several locations in the institution housing the inmate. Inmate photos are now taken with electronic cameras, and images are stored on computers. This system provides more permanent storage, allows staff easier access to these photos, and permits unlimited duplication of each image. It is also far more cost-effective than traditional photography.

■ To save labor and printing costs, the BOP has expanded its use of the BOPDOCS CD-ROM system, which is used to store, access, distribute, and manage documents and directives in electronic form.

Since BOPDOCS also contains most forms used by BOP staff, these forms can be filled out on any personal computer. The forms, as well as the data entered onto them, can be spell-checked, can easily be saved electronically, are less costly, and have a reduced environmental impact. BOPDOCS is updated and distributed on a monthly basis to all BOP facilities.

■ The BOP has developed a pilot initiative whereby program managers who have excellent programs are allowed to extend the normal program review cycle by a year—from the usual 2 years to the extended period of 3 years (for programs meeting certain criteria). By facilitating less frequent reviews, this program is expected to result in significant cost-avoidance in the coming years.

■ Accreditation and reaccreditation figured prominently in the Bureau's accomplishments in 1994. Facilities must function in accordance with an accepted set of national standards—drawn up by professional correctional administrators nationwide—to qualify for accreditation. The American Correctional Association (ACA) coordinates the development of the accreditation standards and implements the accreditation process.

During 1994, two institutions received their initial ACA accreditation, bringing to 55 the total number of BOP institutions accredited by ACA at year's end.

The Bureau continued to have institutions reaccredited under the Intensive Reaccreditation Process (IRP) in 1994. This program expedites ACA's standard reaccreditation process by combining its audits with the BOP's internal program review process. This is less labor-intensive for ACA auditors than is the standard reaccreditation process and thus less costly for the BOP. Also, institution staff spend less time preparing for what had been two separate audits.

■ In 1994, the Bureau of Prisons entered into a contract with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) to conduct ambulatory care accreditation surveys of health services departments at 19 BOP facilities. All 19 institutions achieved ambulatory care accreditation. This accreditation process confirms the quality of medical care provided in BOP institutions and helps BOP healthcare staff continually

improve the quality of inmate care, with JCAHO community standards serving as benchmarks.

Twenty-one additional institutions have been selected and will go through the JCAHO ambulatory care survey and accreditation process before October 1995.

BOP Medical Centers have been accredited by the Joint Commission on Accreditation of Healthcare Organizations since the late 1960's.

■ The BOP continues to encourage all sentenced inmates to meet their legitimate financial obligations through the Inmate Financial Responsibility Program (IFRP).

IFRP payments come from two sources: inmate assets (composed primarily of wages paid to inmates for institutional work assignments) and outside sources (other assets the inmates or their families have outside the institution). In previous years, the Bureau had included outside assets when reporting IFRP collections. However, because U.S. Attorneys' Offices also tabulate donations from these outside sources, the Bureau now reports only those payments actually collected within its institutions.

In FY 1994, the Bureau collected more than \$3.87 million in IFRP payments. This exceeded by 29 percent the \$3 million collected from inmate funds in FY 1993.

The majority of all donations to IFRP are distributed, through U.S. Attorneys

Offices and the Department of Justice's Crime Victims Fund, to victim assistance and support groups or as direct compensation to victims for losses resulting from crimes. In addition to helping crime victims, the IFRP also helps offenders recognize their fiscal and moral responsibilities, including those to victims as well as child support, alimony, and other court-ordered obligations.

Because the BOP has installed automated inmate information system terminals in all financial litigation units of the U.S. Attorneys' Offices, staff in those offices can more easily locate inmates in Federal custody and keep track of their progress toward meeting their financial obligations.

■ During 1994, Federal Prison Industries, Inc. (FPI), formulated and implemented a plan to eliminate delinquent orders by the end of 1995; by the end of 1994, delinquencies had already been reduced by 79 percent.

FPI paved the way to reducing delivery times for many products through its "produce to forecast" endeavor, which will allow FPI to plan future orders from its customers through analysis of sales histories, customer surveys, and economic indicators. The benefits of such a program are cost control, improved planning, quicker turnaround of receivables, and shorter delivery times. FPI also implemented a "quick ship" program for certain of its products in order to cut delivery times. The program is already a success and will be expanded in 1995.

## STRATEGIC GOAL 5: INMATE PROGRAMS AND SERVICES

*The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.*

■ The Bureau of Prisons recognizes inmate employment as an important factor in the safe and secure management of Federal prisons, as well as the successful post-release adjustment of offenders. While all able inmates are given work assignments, Federal Prison Industries, Inc. (FPI), the Bureau's primary work program, employs approximately 16,000 Federal inmates. It reduces inmate idleness, provides incentives for good behavior, integrates with other programs to enhance inmate performance, and promotes inmate responsibility. A BOP study has shown that, compared to other Federal inmates, those who are employed by FPI are less likely to return to a life of crime and more likely to be employed after release from incarceration.

This year, FPI supported the Bureau's expansion by activating factories at new institutions in Allenwood, Pennsylvania; Florence, Colorado; and Fort Dix, New Jersey, creating more than 1,500 inmate employment opportunities at those facilities.



*Inmates prepare mass mailings at the Federal Prison Industries Distribution Services Mailing Center in Fort Worth, Texas.*

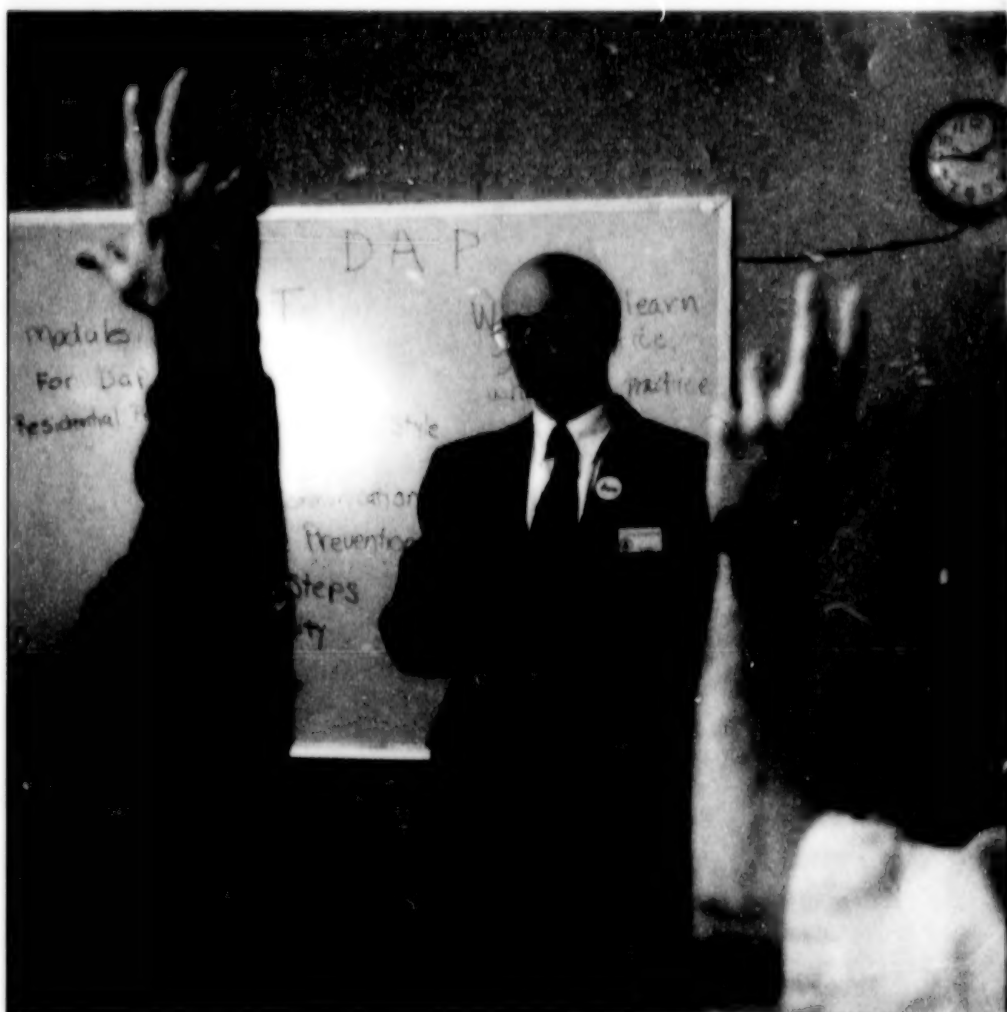


■ On September 28, FPI officially opened its Product Support Center (PSC), located at FCI Englewood. The PSC, which employs 100 inmates, acts as a centralized, single location for product development, product testing, costing, and factory support.

FPI ensures that its ongoing activities and market-expansion efforts are conducted so as to have a minimal impact on private sector interests. Over the course of the year, FPI management conducted discussions with representatives from industry and labor to achieve this goal while still accommodating the Bureau's need for additional inmate work opportunities.

■ As of December 1994, 807 male and female Federal inmates, both from institutions and Community Corrections Centers, were employed in 51 public works projects and urban work camps. This reflects an increase of 28 percent, up from 632 the previous year. Projects included working with other Federal agencies such as the U.S. Forest Service, the National Park Service, and military bases, as well as making toys for hospitalized children, raising money for local and national charities, and providing food and clothing for needy families.

■ In 1994, 12,200 inmates participated in drug education. A total of 3,700 inmates completed the Bureau's residential drug abuse treatment program, topping the 3,560 who completed the program in 1993. On October 1, the BOP expanded its number of residential drug treatment units from



*Correctional Treatment Specialist Glenn Blackstone teaches a drug education class at USP Terre Haute.*

32 to 34, enlarging the Bureau's annual treatment capacity to nearly 4,000.

■ The Bureau of Prisons transitional drug treatment program, associated with the residential drug treatment program offered in institutions, provides community-based substance abuse treatment to inmates who are placed in a halfway house or on home

confinement prior to release from custody. The number of inmates who participated in transitional drug treatment increased by 128 percent in 1994, from 502 in January 1994 to 1,146 in January 1995.

■ The Bureau of Prisons continued to assign qualified inmates to its Intensive Confinement Centers (ICC's) in



*Inmates at the Intensive Confinement Center, Lewisburg, Pennsylvania.*

1994. ICC's — also known as "boot camps" — house minimum-security, nonviolent offenders and expose them to a 6-month program of intensive education, rigorous work and physical development, discipline, and various self-development programs, all designed to support the offender in preparing for a successful, crime-free return to the community after release.

■ In 1994, a total of 7,950 General Educational Development (GED) tests were administered, and a total of 5,488 tests received passing scores, a performance rate of 69.0 percent. (The GED test numbers do not reflect the number of inmates tested, but rather the number of tests administered. Inmates sometimes are tested more than once before they pass.)

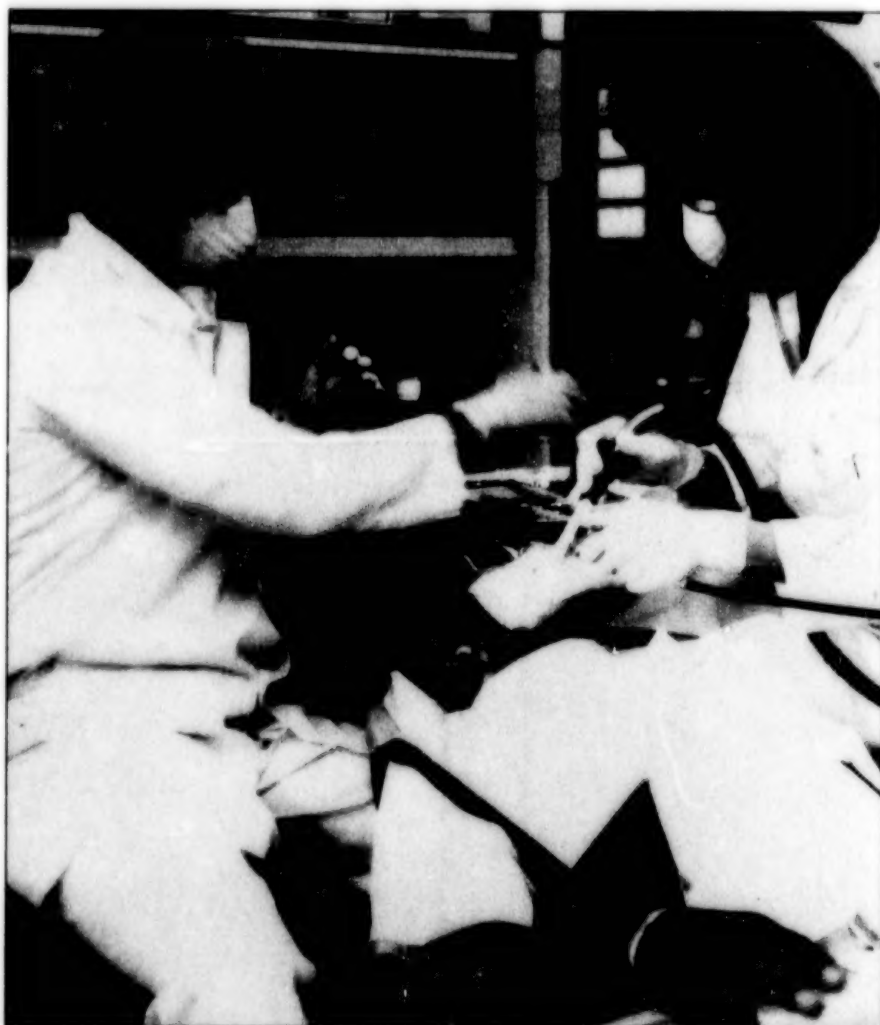
■ In March, the BOP released the results of a study demonstrating that BOP inmates participating in prison education programs had lower recidivism rates than those who did not participate. The report found that 35 percent of the inmates who completed at least one education course per 6 months of confinement recidivated within 3 years, while 44 percent of those who completed no education courses while in prison recidivated within 3 years. (The study defined "recidivism" as re-arrest or parole revocation.) The study found that education program participation significantly reduced recidivism even when controlling for the many other important factors, such as prior criminal history or current sentence length.

■ By May, the BOP established an automated education transcript system to replace the cumbersome handwritten education files maintained for each Federal prisoner. The new electronic record system tracks all important education information about an inmate and eliminates the need for forwarding "hardcopy" (paper) education files as inmates move from one institution to another. Education information is now

readily available electronically to education and unit staff involved in inmate management and programming.

■ During 1994, the BOP began development of a program statement outlining a comprehensive plan for institution management of mentally ill inmates. Part of the plan involves continued development of program resources for mentally ill inmates, such

as the use of transitional care units, which help these inmates progress from intensive, inpatient mental health programs to the general population. During FY 95, the BOP will pursue an aggressive agenda for addressing the special needs of mentally ill and mentally retarded offenders. As the number of these inmates has increased, so has the need for programs to address their needs.



*In order to prevent possible HIV infection, all staff use "universal precautions" when dealing with inmate patients.*

■ Across the Nation, correctional systems staff and inmates have expressed increasing concern about the transmission of infectious disease in the prison setting. While the incidence of HIV (approximately 1 percent) and sexually transmitted diseases in the Federal inmate population is quite low, BOP staff are careful to follow Centers for Disease Control procedures to prevent the spread of infection and treat those who show signs of infection. The BOP is a registered participant in the Health Resources and Services Administration's AIDS-education program. As part of the program, the BOP's healthcare providers may call a toll-free number to gain access to the most current information on HIV clinical-care issues. The toll-free service, funded by the Department of Health and Human Services, also provides information on tuberculosis, multiple-drug resistant tuberculosis, and HIV-associated disorders.

The BOP has instituted new training on HIV issues, including a course that is mandatory for all new BOP staff.



## STRATEGIC GOAL 6: BUILDING PARTNERSHIPS

*The Federal Bureau of Prisons will continue to seek opportunities for expanding the involvement of community, and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by Bureau staff to improve partnerships will allow the Bureau to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The Federal Bureau of Prisons will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.*

■ On June 24, Director Kathleen M. Hawk, FBI Director Louis J. Frech, and U.S. Marshals Service (USMS) Director Eduardo Gonzalez signed a Memorandum of Understanding (MOU) setting forth the responsibilities of each agency (BOP, FBI, and USMS) with regard to investigations of Federal prison escapes and the apprehension of escaped fugitives. This MOU will enhance the already outstanding level of cooperation among the three agencies, ensuring a coordinated, efficient, and effective Federal response to escapes.

■ During 1994, the Bureau and the Department of Defense signed several Memorandums of Understanding in the area of medical care and training. These included MOU's to provide a toll-free telephone number for medical consultations; to work with an Army

medical center and a consortium (composed of Department of Defense, Veterans Administration, Indian Health Service, and Bureau of Prisons personnel) to provide medical care to inmates at FPC El Paso and FCI La Tuna; and to have an Army community hospital



provide medical care to inmates at USP Leavenworth.

■ During 1994, the National Institute of Corrections (NIC) continued its work with State and local corrections agencies, training 14,844 executives, man-

agers, trainers, and specialists working in adult corrections. Of these, 1,048 participated in seminars at the NIC Academy in Longmont, Colorado; 7,823 received training via teleconferences; 1,349 participated in regional or other offsite events; and 4,624 were provided training through technical assistance activities. The NIC Information Center fielded 13,623 requests for information from corrections practitioners and policymakers. NIC also awarded 34 grants to agencies and organizations in 25 States and the District of Columbia, and conducted 446 technical assistance efforts. In addition, NIC trained 784 practitioners working in juvenile justice through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention.

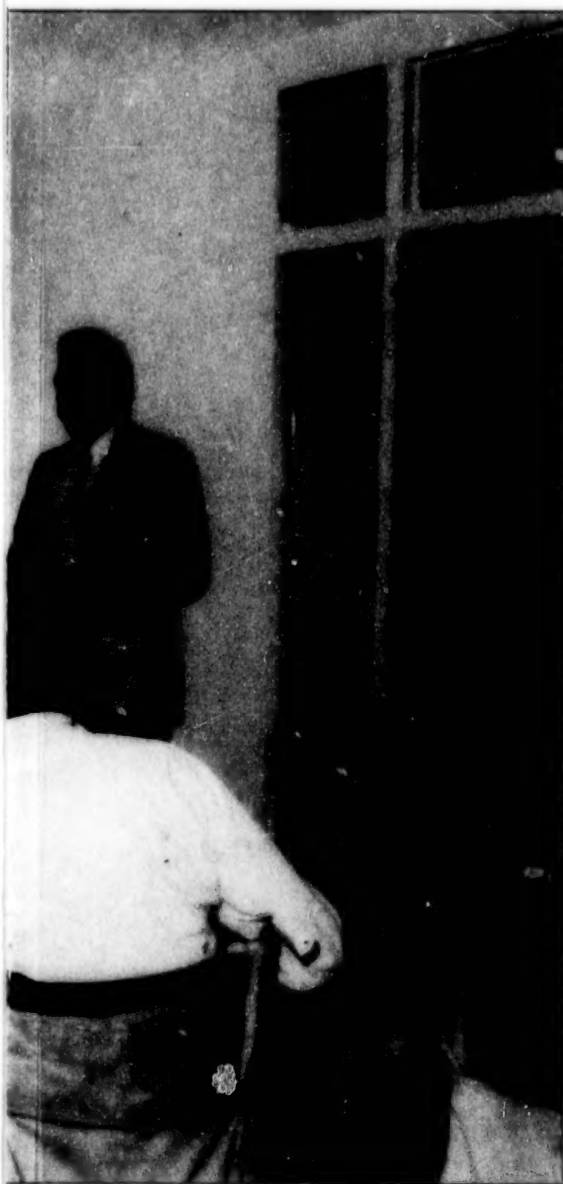
■ The Bureau's institutions and offices received many visits from foreign government officials during 1994. These officials toured facilities and spoke with Bureau staff members about Federal prison operations and programs.

During 1994, the Bureau sent staff to Mexico, Panama, Canada, the United Kingdom, and Russia to discuss correctional issues and offer management assistance to officials in those countries as they develop or refine their correctional systems.

■ In 1994, the BOP conducted Treaty Transfers with Bolivia, Canada, Germany, Italy, Mexico, Panama, Sweden, and the United Kingdom, resulting in the repatriation of 283 foreign inmates previously held in Federal prisons. From the correctional systems of the Bahamas, Germany, Mexico, Panama, and Sweden, the Bureau of Prisons received a total of 66 American nationals.

■ The BOP estimates that more than 5,900 volunteers donated their time to assisting inmates during 1994. These volunteers perform a vital service to institutions by augmenting the programs and services offered to inmates, while at the same time serving as positive role models.

■ Hundreds of BOP staff members are actively involved in community service projects and assist with volunteer organizations. In 1994, nearly 300 staff members received special recognition from the Attorney General for their service contributions. During the past year, Bureau staff served as mentors, tutors, and field trip coordinators for elementary, middle, and senior high school students in 57 different school districts.



*Citizen volunteers provide invaluable support to the Bureau and to inmates in its custody. In this photo, volunteers teach disabled inmates at FMC Fort Worth.*

# KILLED IN THE LINE OF DUTY

*Since 1901, 20 Federal prison staff members and one contract employee have lost their lives in the line of duty.*

**JOSEPH B. WALDRUPE,**  
*USP Leavenworth,  
November 10, 1901*

**ANDREW F. TURNER,**  
*USP Leavenworth,  
March 26, 1916*

**EDGAR A. BARR,**  
*USP Leavenworth,  
March 19, 1917*

**JAMES R. BROCK,**  
*USP Atlanta,  
December 27, 1917*

**ANDREW H. LEONARD,**  
*USP Leavenworth,  
November 14, 1922*

**R.G. WARNKE,**  
*USP Leavenworth,  
June 20, 1929*

**ROYAL C. CLINE,**  
*USP Alcatraz,  
May 23, 1938*

**HAROLD P. STITES,**  
*USP Alcatraz,  
May 2, 1946*

**WILLIAM A. MILLER,**  
*USP Alcatraz,  
May 3, 1946*

**VERN M. JARVIS,**  
*USP Marion,  
January 26, 1969*

**WAYNE L. SELLE,**  
*USP Leavenworth,  
July 31, 1973*

**JOHN W. JOHNSON,**  
*USP Leavenworth,  
September 29, 1974*

**DONALD F. REIS,**  
*FCI El Reno,  
February 28, 1975*

**JANICE R. HYLEN,**  
*USP Atlanta,  
November 21, 1979*

**GREGORY J. GUNTER,**  
*FCI Petersburg,  
December 25, 1982*

**GARY L. ROWE,**  
*MCC San Diego,  
February 7, 1983*

**MERLE E. CLUTTS,**  
*USP Marion,  
October 22, 1983*

**ROBERT L. HOFFMAN,**  
*USP Marion,  
October 22, 1983*

**BOYD H. SPIKERMEN,**  
*FCI Oxford,  
January 29, 1984*

**ROBERT F. MILLER,**  
*USP Lewisburg,  
October 12, 1987*

**D'ANTONIO WASHINGTON,**  
*USP Atlanta,  
December 22, 1994*

*"The Bureau of Prisons honors not only the employees who lost their lives in the line of duty, but all of those who have worked so hard keeping America's correctional institutions safe, secure, and humane. For all of their sacrifices, we remain eternally grateful."*

*- Kathleen M. Hawk, Director*

# IN MEMORIAM

**I**n 1994, the Bureau of Prisons had to cope with a great tragedy: the loss of an officer in the line of duty. On December 21, Correctional Officer D'Antonio Washington was mortally wounded by an inmate attacker at the U.S. Penitentiary in Atlanta, Georgia. On December 22, Officer Washington died of his injuries.

Officer Washington was a 4-year veteran of the Federal Bureau of Prisons who was 31 years old. A native of South Carolina, he was an officer with the South Carolina Department of Corrections for nearly 4 years before joining the BOP. His father is a veteran officer at a South Carolina State correctional facility.

Attorney General Janet Reno, BOP Director Kathleen Hawk, and South Carolina Department of Corrections Director Parker Evatt were among hundreds of mourners who attended funeral services for Officer Washington on December 28 at the Antioch Baptist Church in Columbia, South Carolina. Honor Guards from the Federal Bureau of Prisons and the South Carolina Department of Corrections participated in the services, and Federal and State correctional officers traveled from as far away as California and Oregon to pay final tribute to their fallen comrade.

"Anyone who is in the area of corrections has one of the most difficult jobs in law enforcement," said Attorney General Reno, following Officer Washington's interment. "These officers do so much, and people don't understand how difficult it is."



D'ANTONIO WASHINGTON  
1963-1994

"This is a terrible tragedy that is felt very deeply by all of us in the Bureau of Prisons, as well as our corrections colleagues around the country," said Director Hawk. "Tony Washington lost his life serving the citizens of this coun-

try, a difficult mission he shared daily with thousands of outstanding BOP staff across the Nation. He will be missed, but we will always remember his sacrifice."



Attorney General John R.  
Presides at the  
Department of Justice  
ceremony, June 1, 1964.

# OUTSTANDING INDIVIDUAL ACHIEVEMENTS

The "Directors' Awards" — named for the first five directors of the Federal Bureau of Prisons — and the Equal Employment Opportunity Award are the highest honors given by the Bureau. The Attorney General's awards were presented at the Department of Justice on July 29, 1994.

## THE SANFORD BATES AWARD

*Granted annually since 1967, to non-supervisory employees for exceptionally outstanding service, or for incidents involving extraordinary courage or voluntary risk of life in performing an act resulting in a direct benefit to the Federal Bureau of Prisons.*



**PABLO CARABEO**  
Physician Assistant  
*Federal Detention Center  
Miami, Florida.*

While on TDY at MCC Miami, Mr. Carabeo confronted an inmate armed with two knives who was stabbing another inmate. Without thought for his personal safety, Mr. Carabeo pushed the assailant away and held him at bay until assistance arrived. Because of Mr. Carabeo's immediate action, he interrupted a serious assault and possibly saved the life of a stabbing victim.

## THE JAMES V. BENNETT AWARD

*Granted annually since 1967, to supervisory or management employees for exceptionally outstanding service, or for incidents involving extraordinary courage or voluntary risk of life in performing an act resulting in a direct benefit to the Federal Bureau of Prisons or to governmental operations.*

**DEWEY R. COUNTS**  
Unit Manager  
*Medical Center for Federal Prisoners  
Springfield, Missouri.*

Mr. Counts developed a multidisciplinary approach to address and alleviate a hospital bed shortage that the MCFP was facing. Mr. Counts' ability to assess the situation and find an effective solution saved thousands of dollars in staff time and medical resources, and has fostered a harmonious working relationship among departments in order to obtain a common goal.



## THE MYRL E. ALEXANDER AWARD

*Granted annually since 1970 to employees who, through personal initiative, have been instrumental in the development of new techniques in correctional programs and in the implementation of innovative procedures.*



**CONNIE J. DARNÉ**  
Chief, Security and Background  
Investigation Section  
*Dallas, Texas.*

Ms. Darné was instrumental in establishing guidelines to clear the backlog of background investigations. Not only did she eliminate the overload, but she also built it to be one of the best security programs in Government.



## THE NORMAN A. CARLSON AWARD

*Granted annually since 1987 to employees who have shown excellence in leadership, and who have demonstrated the highest personal and professional standards.*



**TERRY J. LANE**  
Intensive Confinement  
Center Administrator  
*Federal Prison Camp  
Bryan, Texas.*

Ms. Lane established the first and only female Intensive Confinement Center in the Bureau of Prisons. Since activation, 342 inmates have successfully graduated and transferred to community corrections centers. Her vision, organizational skills, and mentoring clearly demonstrates her high personal and professional standards.

## THE J. MICHAEL QUINLAN AWARD

*Established in 1993, this Award recognizes any employee who has elevated the Bureau as an organization by taking active steps toward enhancing the quality of employee work life, supporting agency core values, or promoting the concept of "Bureau family."*

**EMILY G. CHAMNESS**  
Jail Administrator's Secretary  
*Federal Detention Center  
Tallahassee, Florida.*



Ms. Chamness has organized numerous programs concerning women's issues that have been attended by local, State, and Federal employees. Ms. Chamness is also involved in assisting newly-transferred spouses with advice about the Tallahassee area. She is highly respected by her peers and serves as a role model for others to follow.

## THE EQUAL EMPLOYMENT OPPORTUNITY AWARD

*Granted to any employee who, through achievements in training, recruitment, management, or other activity, advances equal employment opportunity in the Federal Bureau of Prisons.*



**ADDIE L. HOBBS**  
Affirmative Action Coordinator  
*Federal Prison Camp  
Seymour Johnson AFB,  
Goldboro, North Carolina.*

Ms. Hobbes has consistently provided superior service in the fields of affirmative action and equal employment opportunity now. She coordinated the work of the Affirmative Action Programs committee, helped develop a program to encourage local high school students to consider law enforcement careers, and taught several courses during annual refresher training. Ms. Hobbes' creativity, hard work, and willingness to be a team player is an asset to FPC Seymour Johnson and the entire Bureau of Prisons.

ATTORNEY GENERAL'S AWARD  
FOR EXCELLENCE IN  
MANAGEMENT



JEANNE R. SMITH  
Health Services Administrator  
*Federal Medical Center  
Rochester, Minnesota.*

Presented to Ms. Smith in recognition of her commitment to improve the complex correctional health care program at Rochester. Achievement of this goal required a collaborative and cooperative relationship with the Mayo Clinic. Ms. Smith's diligent and creative efforts were recognized by this prestigious facility in a recent report by two senior Mayo Clinic managers.



ATTORNEY GENERAL'S AWARD  
FOR EQUAL EMPLOYMENT  
OPPORTUNITY

LAWRENCE R. GREER  
Chief of Affirmative  
Action Programs  
*Central Office.*



Presented to Mr. Greer in recognition of his outstanding leadership in bringing professionalism to the Bureau of Prisons Affirmative Action Program. He has expanded the mission of this program in an exemplary manner which in turn has positively impacted the entire agency.

ATTORNEY GENERAL'S AWARD  
FOR DISTINGUISHED SERVICE

PATRICK W. KEOHANE  
Warden  
*United States Penitentiary  
Lompoc, California.*

ATTORNEY GENERAL'S AWARD  
FOR EXCELLENCE IN  
ADMINISTRATIVE SUPPORT



GARY L. ALLMAN  
Controller  
*Federal Prison Camp  
Bryan, Texas.*

Presented to Mr. Allman in recognition of his professionalism in the Financial Management Department. Through the creation of automated budget and accounting procedures and his aggressive pursuit of cost containment measures, Mr. Allman has saved the Bureau a significant amount of money and staff time.

Presented to Mr. Keohane in recognition of his outstanding leadership, commitment to excellence, and distinguished BOP career. The dedication and leadership exhibited by Mr. Keohane in his service as Warden at four BOP institutions, three of which were penitentiaries, has earned him the respect of his colleagues.

# BUREAU OF PRISONS OFFICES

While the primary business of the Federal Bureau of Prisons is operating correctional facilities, certain administrative, support, and policy functions are carried out by the Central Office, six regional offices, and two training centers.

## CENTRAL OFFICE

The Bureau of Prisons, which is a component of the United States Department of Justice, has its headquarters, or Central Office, at 320 First Street N.W., Washington, D.C. 20534.

The staff of the Central Office are responsible for the control and coordination of all the activities of the agency. Major functions include planning, developing policy, managing staffing and other resources, developing the budget, monitoring program and services quality, and coordinating the activities of the regional offices and institutions.

In addition to these management functions, Central Office staff have primary responsibility for public information activities, legal and legislative affairs, and relations with Congress and policy-making administrators in other Government agencies, as well as private organizations.

Central Office staff carry out such functions as adjudicating appeals by inmates and employees, directing research and evaluation projects, designing automated information systems, managing environmental health and safety programs, coordinating staff recruitment activi-

ties, and negotiating with the sole bargaining agent for Bureau employees, the American Federation of Government Employees (AFGE) Council of Prison Locals.

## REGIONAL OFFICES

The Bureau of Prisons also has 6 regional offices, which directly oversee the operations of the facilities within their respective regions of the country.

Staff in a regional office include a regional director and deputy regional director, as well as administrators in such areas as human resource management, education, health services, financial management, unit/case management, correctional services, psychology services, chaplaincy services, facilities development and operations, food service, and community corrections. The staff maintain close contact with institution staff in all facets of Bureau operations.

Regional office staff provide management and technical assistance to institution and community corrections personnel. They conduct workshops, conferences, and specialized training programs; give technical assistance to State and local criminal justice agencies; and contract with community agencies to provide offender placement in community corrections centers.

The following is a list of the six Bureau of Prisons regional offices and their addresses.

### **MID-ATLANTIC REGIONAL OFFICE**

10010 Junction Drive, Suite 100-N  
Annapolis Junction, Maryland 20701  
301-317-3100 Fax: 301-317-3115

### **NORTH CENTRAL REGIONAL OFFICE**

Gateway Complex Tower II, 8th Floor  
4th & State Avenue  
Kansas City, Kansas 66101-2492  
913-621-3939 Fax: 913-551-1130

### **NORTHEAST REGIONAL OFFICE**

U.S. Customs House, 7th Floor  
2nd and Chestnut Streets  
Philadelphia, Pennsylvania 19106  
215-597-6317 Fax: 215-597-6315

### **SOUTH CENTRAL REGIONAL OFFICE**

4211 Cedar Springs Road, Suite 300  
Dallas, Texas 75219  
214-767-9700 Fax: 214-767-9724

### **SOUTHEAST REGIONAL OFFICE**

523 McDonough Boulevard, S.E.  
Atlanta, Georgia 30315  
404-624-5202 Fax: 404-624-8151

### **WESTERN REGIONAL OFFICE**

7950 Dublin Boulevard, 3rd Floor  
Dublin, California 94568  
510-803-4700 Fax: 510-803-4802

## STAFF TRAINING

Staff training is an integral part of Bureau of Prisons staff development. Introductory training is conducted at the Bureau's Staff Training Academy in Glynnco, Georgia; specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado.

**BOP STAFF TRAINING ACADEMY**

Federal Law Enforcement Training  
Center, Building 21  
Glynco, Georgia 31524  
912-267-2711 Fax: 912-267-2983

**MANAGEMENT AND SPECIALTY  
TRAINING CENTER**

791 Chambers Road  
Aurora, Colorado 80011  
303-361-0557 Fax: 303-361-0623

**NATIONAL INSTITUTE OF  
CORRECTIONS**

The National Institute of Corrections (NIC) provides technical assistance, training, information, and grants to State and local correctional agencies throughout the country. NIC has four divisions—Jails, Prisons, Community Corrections, and Academy—and it operates a clearinghouse known as the NIC Information Center. NIC provides training to State and local correctional personnel as well as Bureau employees at its Academy in Longmont, Colorado.

**NIC ADMINISTRATIVE OFFICE/  
PRISONS DIVISION/COMMUNITY  
CORRECTIONS DIVISION**

320 First Street, N.W.  
Washington, D.C. 20534  
800-995-6423 Fax: 202-307-3361

**NIC JAILS DIVISION/ACADEMY**

1960 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0469

**NIC INFORMATION CENTER**

1860 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-877-1461 Fax: 303-682-0558

## BUREAU OF PRISONS FACILITIES

This section of the State of the Bureau provides a brief profile of each of the 79 institutions that the Bureau operated in 1994. It also includes a list of facilities scheduled to be opened between January 1995 and December 1996. A number of categories of information are provided for each currently-operating facility; most are self-explanatory.



## SECURITY LEVEL

The Bureau operates institutions of several different security levels to appropriately house a broad spectrum of offenders. Security levels are based on such features as the presence of external patrols, gun towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio. Each facility is placed in one of five groups—minimum, low, medium, high, and administrative.

### ■ MINIMUM-SECURITY

Minimum-security institutions, also known as Federal Prison Camps, have dormitory housing, a relatively low staff-to-inmate ratio, and no fences. These institutions are work- and program-oriented, and many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the institution or the base.

### ■ LOW-SECURITY

Low-security Federal Correctional Institutions (FCI's) have double-fenced perimeters, mostly dormitory housing, and strong work and program components. The staff-to-inmate ratio in these institutions is higher than in minimum-security facilities.

### ■ MEDIUM-SECURITY

Medium-security FCI's have strengthened perimeters (often double fences with electronic detection systems), cell-type housing, a wide variety of work and treatment programs, and an even higher staff-to-inmate ratio than do low-security institutions, providing even greater internal controls.

### ■ HIGH-SECURITY

High-security institutions, also known as U.S. Penitentiaries (USP's) have highly secure perimeters (either walled or double-fenced), multiple- and single-occupant cell housing, and close staff supervision and movement controls.

### ■ ADMINISTRATIVE

Administrative facilities are institutions with special missions, such as the detention of noncitizen or pretrial offenders, the treatment of inmates with serious or chronic medical problems, or the containment of extremely dangerous, violent, or escape prone inmates. Administrative facilities are capable of holding inmates of all security categories.

**Capacity** is the number of inmates the institution was designed to hold.

**Average Daily Population** is the average number of inmates the institution actually held in 1994.

**The Accreditation** checkbox indicates that an institution is accredited. BOP facilities are currently accredited by 2 separate organizations: the American Correctional Association (ACA) and the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Since these organizations evaluate different aspects of the institution's program, many institutions are accredited by both ACA and JCAHO.

ACA accreditation provides external certification that the Federal prisons offer decent living conditions, provide adequate programs and services, and safeguard inmate constitutional rights by ensuring compliance with more than 450 adult correctional living stan-

dards developed by the ACA. At the end of 1994, 55 Bureau facilities were accredited and 11 were actively pursuing accreditation from the ACA.

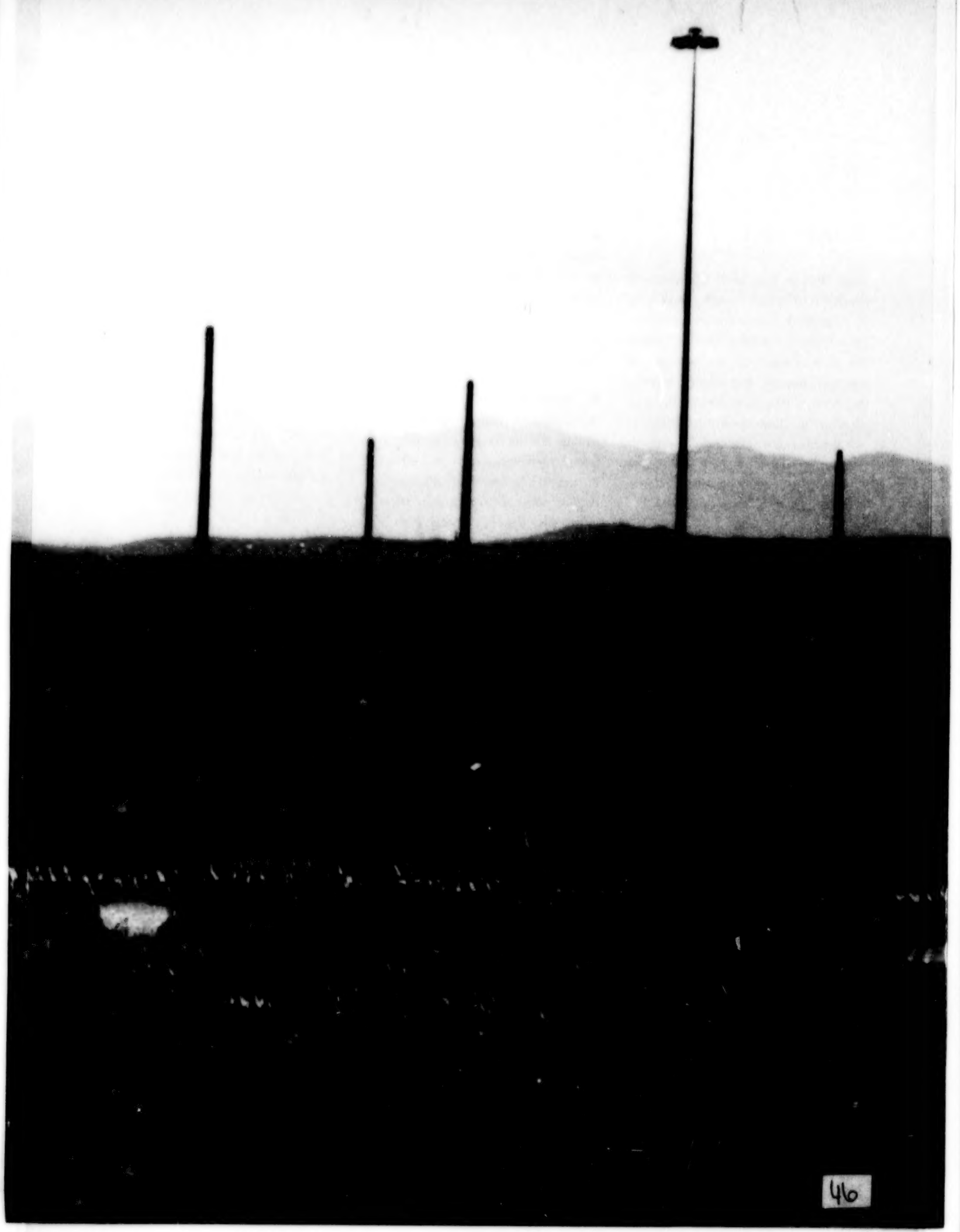
JCAHO accreditation provides external certification that the healthcare provided in BOP facilities is consistent with community standards for healthcare. There are various types of JCAHO accreditation awarded to BOP facilities, based on their mission: Ambulatory Care, Hospital, Mental Health, and Long-Term Care.

Ambulatory care (equivalent to that found at a doctor's office or clinic) is provided at all BOP facilities. JCAHO conducted ambulatory care accreditation surveys of health departments at 19 BOP facilities in 1994, and all 19 were accredited. Twenty-one additional institutions have been selected to go through the JCAHO ambulatory care accreditation process during 1995, and others will be surveyed after that.

Major medical care (equivalent to that found at a hospital) is provided at the BOP's 6 medical centers, most of which are known as FMC's. The major medical programs at 5 of the 6 medical centers are accredited by JCAHO. The most recent addition to the FMC's, FMC Carswell, will receive a JCAHO accreditation survey in the near future.

*In the following institution-by-institution listing, if a category is omitted, it is not applicable at that institution. Readers requiring more information on a particular facility are encouraged to contact the facility directly or contact the Bureau of Prisons Office of Public Affairs at 202-307-3198.*





# FACILITIES

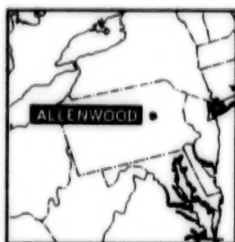


☒ **Accredited, ACA**

**FPC  
ALDERSON**  
Box B  
Alderson, West Virginia  
24910  
304-445-2901  
Fax: 304-445-2675  
**Mid-Atlantic Region**

Security Level: Minimum/Female.  
Judicial District: Southern District of West Virginia.  
Capacity, December 1994: 1,164.  
1994 Average Daily Population: 1,084.  
Staff: 200.

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, D.C., 12 miles south of Interstate 64, off State Highway 3. The area is served by the Greenbrier Valley Airport in Lewisburg (17 miles from the facility); airports in Beckley (50 miles away) and Roanoke, Virginia (113 miles away); Amtrak; and Greyhound.

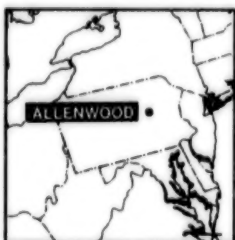


☒ **Accredited, ACA**

**FPC  
ALLENWOOD**  
P.O. Box 1000  
Montgomery,  
Pennsylvania 17752  
717-547-1641  
Fax: 717-547-1504  
**Northeast Region**

Security Level: Minimum/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1994: 567.  
1994 Average Daily Population: 775.  
Staff: 136.

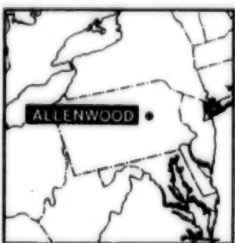
Location: 200 miles north of Washington, D.C. and 7 miles south of Williamsport, Pennsylvania. 8 miles north of Interstate 80, off State Highway 15. The area is served by the Williamsport-Lycoming County Airport and bus lines.



**LSCI  
ALLENWOOD**  
P.O. Box 1500  
White Deer, Pennsylvania  
17887  
717-547-1990  
Fax: 717-547-1740  
**Northeast Region**

Security Level: Low/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1994: 992.  
1994 Average Daily Population: 1,169.  
Staff: 243.

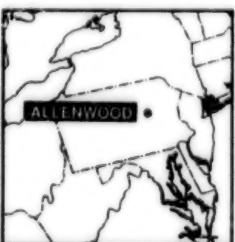
Location: 197 miles north of Washington, D.C. and 11 miles south of Williamsport, Pennsylvania. 5 miles north of Interstate 80, off State Highway 15. The area is served by the Williamsport-Lycoming County Airport and bus lines.



**FCI  
ALLENWOOD  
MEDIUM**  
P.O. Box 2500  
White Deer, Pennsylvania  
17887  
717-547-7950  
Fax: 717-547-7035  
**Northeast Region**

Security Level: Medium/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1994: 870.  
1994 Average Daily Population: 1,118.  
Staff: 311.

Location: See LSCI Allenwood.



**USP  
ALLENWOOD**  
P.O. Box 3500  
White Deer, Pennsylvania  
17887  
717-547-0963  
Fax: 717-547-0983  
**Northeast Region**

Security Level: High/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1994: 640.  
1994 Average Daily Population: 631.  
Staff: 371.

Location: See LSCI Allenwood.



✓ **Accredited, ACA**

### FCI ASHLAND

P.O. Box 888  
Ashland, Kentucky  
41105-0888  
606-928-6414  
Fax: 700-358-8552

**Mid-Atlantic Region**

Security Level: Low/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of Kentucky.  
Capacity, December 1994: 730.  
Adjacent Camp, 296.  
1994 Average Daily Population: FCI: 995, Camp: 324.  
Staff: 350.

Location: In the highlands of Northeastern Kentucky, 125 miles east of Lexington and 5 miles southwest of Ashland. Off State Route 716, 1 mile west of U.S. 60.



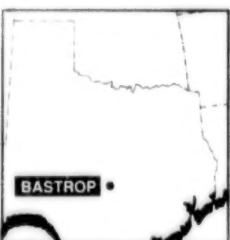
### USP ATLANTA

601 McDonough Blvd., S.E.  
Atlanta, Georgia 30315-0182  
404-622-6241  
Fax: 404-331-2137

**Southeast Region**

Security Level: High/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Georgia.  
Capacity, December 1994: 1,677.  
Adjacent Camp, 488.  
1994 Average Daily Population: USP: 2,199, Camp: 548.  
Staff: 721.

Location: In the southeast corner of Atlanta, at the junction of Boulevard and McDonough Streets. Off Interstate 75 (Exit 88), Interstate 20 (Exit 26), or Interstate 285 (Exit 39) Atlanta is served by Hartsfield International Airport, and Greyhound.



✓ **Accredited, ACA**

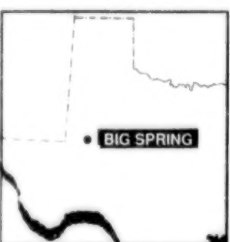
### FCI BASTROP

Box 730  
Bastrop, Texas 78602  
512-321-3903  
Fax: 512-321-6565

**South Central Region**

Security Level: Low/Male.  
Judicial District: Western District of Texas.  
Capacity, December 1994: 944.  
Adjacent Camp, 94.  
1994 Average Daily Population: FCI: 1,122, Camp: 140.  
Staff: 251.

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop. Off Highway 95. The area is served by Austin Municipal Airport (27 miles from the facility).



✓ **Accredited, ACA**

### FCI BIG SPRING

1900 Simler Avenue  
Big Spring, Texas  
79720-7799  
915-263-8304  
Fax: 915-267-5910

**South Central Region**

Security Level: Low/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Texas.  
Capacity, December 1994: 472.  
Adjacent Camp, 108.  
1994 Average Daily Population: FCI: 1,030, Camp: 175.  
Staff: 252.

Location: Midway between Dallas and El Paso on the southwest edge of Big Spring. At the intersection of Interstate 20 and U.S. Highway 80. The area is served by Midland/ Odessa Airport (50 miles from Big Spring), a small municipal airport within the Big Spring Industrial Park, and Greyhound.



✓ **Accredited, ACA**

### FPC BORON

P.O. Box 500  
Boron, California 93516  
619-762-6230  
Fax: 619-762-5719

**Western Region**

Security Level: Minimum/Male.  
Judicial District: Central District of California.  
Capacity, December 1994: 451.  
1994 Average Daily Population: 577.  
Staff: 109.

Location: In the Mojave Desert of Southern California, 37 miles west of Barstow and 75 miles north of San Bernardino. Off State Highway 395, six miles north of the junction with Highway 58. The area is served by Ontario International Airport (90 miles from the facility), Los Angeles International Airport (110 miles away), Amtrak (service to Barstow), and Greyhound.



### **MDC BROOKLYN**

100 29th Street Brooklyn,  
NY 11232  
Phone: 718-832-1039  
Fax: 718-832-4225

**Northeast Region**

Security Level:  
Administrative/Male/Female  
Judicial District: Eastern District of  
New York.  
Capacity, December 1994: 695.  
1994 Average Daily Population: 64.  
Staff: 310.

Location: Brooklyn is located southeast  
of Manhattan. The area is served by  
Kennedy, LaGuardia, and Newark  
Airports, Amtrak, and Greyhound and  
Peter Pan bus lines.



### **FPC BRYAN**

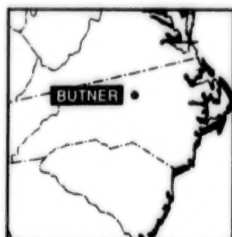
P.O. Box 2197  
1100 Ursuline  
Bryan, Texas 77803-4951  
409-823-1879  
Fax: 409-775-5681

**South Central Region**

Security Level: Minimum/Female  
(adjacent Minimum/Female  
Intensive Confinement Center).  
Judicial District: Southern District  
of Texas.  
Capacity, December 1994: 720.  
Intensive Confinement Center, 82.  
1994 Average Daily Population:  
FPC: 685, ICC: 118.  
Staff: 156.

Location: 95 miles north of Houston  
and 165 miles south of Dallas. In the  
town of Bryan at the intersection of  
Ursuline Avenue and 23d Street. The  
area is served by Easterwood Airport in  
College Station, connecting through  
Houston Intercontinental and Dallas-  
Fort Worth Airports.

✓ **Accredited, ACA**



### **FCI BUTNER**

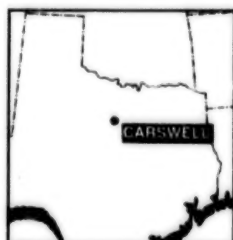
P.O. Box 1000  
Butner, North Carolina  
27509  
919-575-4541  
Fax: 919-575-6341

**Mid-Atlantic Region**

Security Level: Low and  
Medium/Administrative/Female  
(adjacent Minimum/Male camp).  
Judicial District: Eastern District of  
North Carolina.  
Capacity, December 1994: 513.  
Adjacent Camp, 296.  
1994 Average Daily Population:  
FCI: 788, Camp: 246.  
Staff: 406.

Location: Located near the Research  
Triangle area of Durham, Raleigh, and  
Chapel Hill. 5 miles off Interstate 85  
on Old Highway 75. The area is served  
by the Raleigh-Durham Airport.

✓ **Accredited, ACA,  
JCAHO**



### **FMC CARSWELL**

P.O. Box 27066  
"J" Street, Bldg. 3000  
Fort Worth, Texas 76127  
817-782-4000  
Fax: 817-782-4875

**South Central Region**

Security Level:  
Administrative/Female Judicial  
District: Northern District of Texas.  
Capacity December 1994: 227 Acute  
Medical/Surgical; 50 Psychiatric;  
300 Camp.  
1994 Average Daily Population: 134.\*  
Staff: 300

Location: In the northeast corner of the  
Naval Air Station, Joint Reserve Base,  
Fort Worth, Texas. 1 mile from  
Highway 183 and 3 miles from  
Interstate 30. The area is served by  
Dallas/Fort Worth airport, approxi-  
mately 30 miles from the institution,  
the Fort Worth Transportation  
Authority, Greyhound bus lines, and  
Amtrak passenger train service.



### **MCC CHICAGO**

71 West Van Buren  
Chicago, Illinois 60605  
312-322-0567  
Fax: 312-322-0565

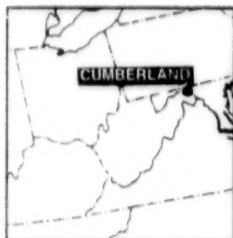
**North Central Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Northern District of  
Illinois.  
Capacity, December 1994: 411.  
1994 Average Daily Population: 612.  
Staff: 262.

Location: Located near the U.S. District  
Court in downtown Chicago, at the  
intersection of Clark and Van Buren  
Streets. Chicago is served by Midway  
and O'Hare Airports (Midway is closest  
to MCC Chicago), Amtrak, and  
Greyhound.

✓ **Accredited, ACA,  
JCAHO**

\* Population was less than capacity because the facility was in the process of being activated during 1994.



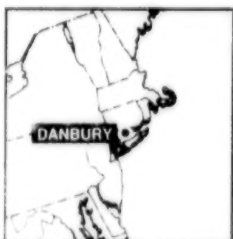
### FCI CUMBERLAND

14601 Burbridge Road,  
SE, Cumberland,  
Maryland 21502  
301-784-1000  
Fax: 301-784-1008

**Mid-Atlantic Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp)  
Judicial District: District of  
Maryland Capacity, December  
1994: 768; Camp: 256.  
1994 Average Daily Population:  
FCI: 0; Camp: 41.\*  
Staff: 250.

Location: In western Maryland, 130  
miles Northwest of Washington, DC, 6  
miles south of Interstate 68, off State  
route 51 South. The area is served by  
the Cumberland area Regional Airport,  
bus lines, and Amtrak.



### FCI DANBURY

Route 37  
Danbury, Connecticut  
06811-3099  
203-743-6471  
Fax: 203-746-0440

**Northeast Region**

Security Level: Low/Female  
(adjacent Minimum/Female camp).  
Judicial District: District of  
Connecticut.  
Capacity, December 1994: 520.  
Adjacent Camp, 96.  
1994 Average Daily Population:  
FCI: 562, Camp: 203.  
Staff: 300.

Location: In southwestern Connecticut,  
70 miles from New York City, 3 miles  
north of Danbury on State Route 37.  
The area is served by Westchester  
County Airport (45 minutes away),  
New York City airports (90 minutes  
away), and Bonanza bus lines.

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### FCI DUBLIN

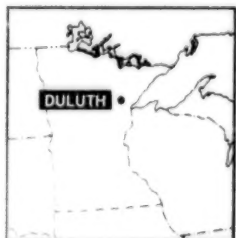
8th Street - Camp Parks  
Dublin, California 94568  
510-833-7500  
Fax: 510-833-7599

**Western Region**

Security Level: Low/Female (adjacent  
Minimum/Male camp and adjacent  
Administrative/Male detention center).  
Judicial District: Northern District of  
California.  
Capacity, December 1994: 634.  
Adjacent Camp, 299. Detention  
Center: 160.  
1994 Average Daily Population:  
FCI & Detention Center: 947, Camp: 288.  
Staff: 290.

Location: 20 miles southeast of  
Oakland. Off Interstate 580  
(Hopyard/Doughtery Road exit, pro-  
ceed east to the Camp Parks Army  
Base). The area is served by San  
Francisco and Oakland airports.

✓ Accredited, ACA,  
JCAHO



### FPC DULUTH

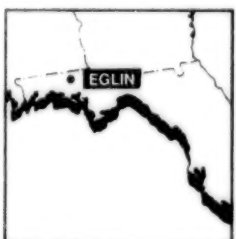
P.O. Box 1400  
Duluth, Minnesota 55814  
218-722-8634  
Fax: 218-722-8792

**North Central Region**

Security Level: Minimum/Male.  
Judicial District: District of  
Minnesota.  
Capacity, December 1994: 693.  
1994 Average Daily Population: 660.  
Staff: 115.

Location: On the southwestern tip of  
Lake Superior, halfway between  
Minneapolis-St. Paul and the U.S.-  
Canadian border. 7 miles north of  
Duluth, off Highway 53 at Stebner  
Road. Duluth is served by Duluth  
International Airport and Greyhound.

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### FPC EGLIN

Eglin Air Force Base,  
Florida 32542  
904-882-8522  
Fax: 904-729-8261

**Southeast Region**

Security Level: Minimum/Male.  
Judicial District: Northern District of  
Florida.  
Capacity, December 1994: 744.  
1994 Average Daily Population: 830.  
Staff: 134.

Location: In northwest Florida's pan-  
handle, 45 miles east of Pensacola on  
Eglin Air Force Base. The area is served  
by Pensacola Airport and Greyhound,  
and Eglin AFB has an onsite airstrip.



### FPC EL PASO

P.O. Box 16300  
El Paso, Texas 79906-0300  
915-566-1271  
Fax: 915-540-6165

**South Central Region**

Security Level: Minimum/Male.  
Judicial District: Western District of Texas.  
Capacity, December 1994: 257.  
1994 Average Daily Population: 466.  
Staff: 103.

Location: The city of El Paso is located at the Texas border with Mexico and New Mexico, 30 miles east of Las Cruces, New Mexico, and 370 miles west of Midland, Texas. The facility is located on Fort Bliss, about 5 miles northeast of the Biggs Field entrance on Sgt. Simms road. El Paso is served by El Paso International Airport, Amtrak, and Greyhound.



### FCI EL RENO

P.O. Box 1000  
El Reno, Oklahoma  
73036-1000  
405-262-4875  
Fax: 405-262-6266

**South Central Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Western District of Oklahoma.  
Capacity, December 1994: 931.  
Adjacent Camp, 216.  
1994 Average Daily Population: FCI: 1,652, Camp: 269.  
Staff: 481.

Location: 30 miles west of Oklahoma City. Off Interstate 40 Country Club Exit, 2 miles north to Sunset Drive, then west for 2 miles. The area is served by Will Rogers World Airport in Oklahoma City.

**Accredited, ACA**



### FCI ENGLEWOOD

9595 West Quincy  
Avenue  
Littleton, Colorado  
80123  
303-985-1566  
Fax: 303-763-2553

**North Central Region**

Security Level: Medium/Male (adjacent Administrative/Male and Minimum/Male camp).  
Judicial District: District of Colorado.  
Capacity, December 1994: 506.  
Adjacent Camp, 111.  
1994 Average Daily Population: FCI: 841, Camp: 135.  
Staff: 329.

Location: 15 miles southwest of Denver. Off Interstate 285. The area is served by the Denver airport.

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### FCI ESTILL

100 Prison Road  
Estill, South Carolina  
29918  
803-625-4607  
Fax: 803-625-3139

**Southeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: District of South Carolina.  
Capacity, December 1994: 858.  
Adjacent Camp, 256.  
1994 Average Daily Population: FCI: 1,148, Camp: 306.  
Staff: 289.

Location: In Hampton County, South Carolina, off State Road 531 about 3 miles south of the town of Estill. The area is served by the Savannah, Georgia, airport.



### FCI FAIRTON

P.O. Box 280  
Fairton, New Jersey  
08320  
609-453-1177  
Fax: 609-453-4015

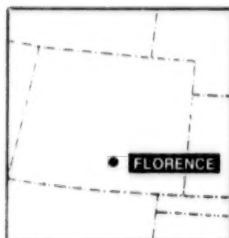
**Northeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: District of New Jersey.  
Capacity, December 1994: 692.  
Adjacent Camp, 65.  
1994 Average Daily Population: FCI: 1,179, Camp: 81.  
Staff: 341.

Location: In south central New Jersey, 50 miles southeast of Philadelphia and 40 miles southwest of Atlantic City. Off Interstate 55. The area is served by Philadelphia International Airport, Atlantic City Airport, and Millville Municipal Airport.

**Accredited, ACA, JCAHO**





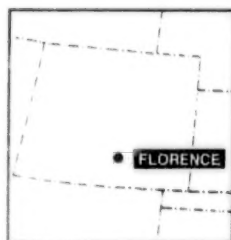
### ADX FLORENCE

P.O. Box 8500, Florence,  
Colorado 81226-8500  
719-784-5290  
Fax: 719-784-5290

**North Central Region**

Security Level: Administrative/Male  
Judicial District: District of  
Colorado.  
Capacity, December 1994: 484.  
1994 Average Daily Population: 22.\*  
Staff: 372.

Location: In the foothills of the Rocky  
Mountains, 90 miles South of Denver,  
on Interstate 25 to Highway 115; 45  
miles South of Colorado Springs on  
State Highway 115 and 35 miles West  
of Pueblo on State Highway 50. The  
area is served by Stapleton International  
Airport in Denver, the Colorado  
Springs Airport, and the Pueblo  
Airport.



### FCI FLORENCE

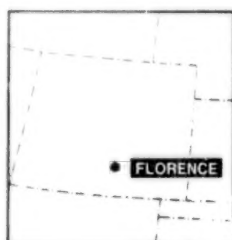
5880 State Highway 67  
South  
P.O. Box 6500  
Florence, Colorado 81226  
719-784-9100  
Fax: 719-784-9504

**North Central Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp).  
Judicial District: District of Colorado.  
Capacity, December 1994: 744.  
Adjacent Camp, 512.  
1994 Average Daily Population:  
FCI: 1,104, Camp: 462.  
Staff: 370.

Location: See ADX Florence.

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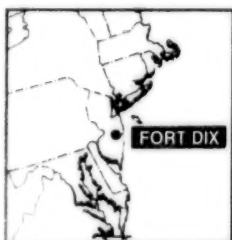
### USP FLORENCE

P.O. Box 7500, Florence,  
Colorado 81226  
719-784-9454  
Fax: 719-784-5157

**North Central Region**

Security Level: High/Male  
Judicial District: District of  
Colorado.  
Capacity, December 1994: 744.  
1994 Average Daily Population:  
583.\*  
Staff: 312.

Location: See ADX Florence.



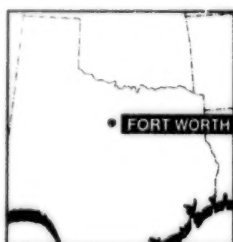
### FCI FORT DIX

P.O. Box 38  
Fort Dix, New Jersey  
08640  
609-723-1100  
Fax: 609-724-0779

**Northeast Region**

Security Level: Low/Male.  
Judicial District: New Jersey.  
Capacity, December 1994: 3,188.  
1994 Average Daily Population: 2,267.  
Staff: 576.

Location: In Central New Jersey,  
approximately 45 minutes west of  
Philadelphia. Off Route 68, follow signs  
for Fort Dix/McGuire Air Force Base.



### FMC FORT WORTH

3150 Horton Road  
Fort Worth, Texas 76119-  
5996  
817-535-2111  
Fax: 817-531-2193

**South Central Region**

Security Level: Low/Male.  
Judicial District: Northern District of  
Texas.  
Capacity, December 1994: 1,141.  
1994 Average Daily Population: 1,376.  
Staff: 435.

Location: In north central Texas, south-  
east Fort Worth. North of Interstate 20  
and east of Interstate 35. Fort Worth is  
served by Dallas/Fort Worth  
International Airport, Amtrak, and  
Greyhound.

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JCAHO**

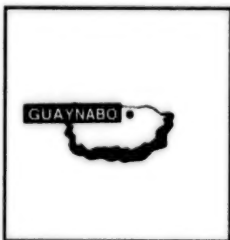
\* Population was less than capacity because the facility was in the process of being activated during 1994.



**FCI GREENVILLE**  
P.O. Box 4000, 100 U.S.  
Route 40, Greenville,  
Illinois 62246  
618-664-6200  
Fax: 618-664-8998  
**North Central Region**

Security Level: Medium/Male  
Judicial District: Southern District of  
Illinois Capacity, December 1994: 768;  
Camp: 256.  
1994 Average Daily Population: 13;  
Camp: 75.\*  
Staff: 301.

Location: Approximately 43 Miles East  
of downtown St. Louis Missouri, and  
63 miles from Springfield, Illinois. The  
area is served by the St. Louis Lambert  
International Airport, (60 miles west),  
local airports in Greenville and  
Vandalia, IL, Amtrak passenger rail ser-  
vice in Alton, IL and St. Louis, and  
Greyhound Bus Lines in Vandalia.



**MDC GUAYNABO**  
P.O. Box 2146  
San Juan, Puerto Rico  
00922  
809-749-4480  
Fax: 809-749-4363  
**Southeast Region**

Security Level:  
Administrative/Male/Female.  
Judicial District: District of Puerto  
Rico.  
Capacity, December 1994: 796.  
1994 Average Daily Population: 924.  
Staff: 266.

Location: 6 miles west of San Juan,  
Puerto Rico, off Highway 22 at the  
intersection of Roads 165 and 28. The  
area is served by San Juan International  
Airport.



**FCI JESUP**  
2600 Highway 301 South  
Jesup, Georgia 31599  
912-427-0870  
Fax: 912-427-1125  
**Southeast Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp).  
Judicial District: Southern District of  
Georgia.  
Capacity, December 1994: 1,195.  
Adjacent Camp, 491.  
1994 Average Daily Population:  
FCI: 1,203, Camp: 462.  
Staff: 323.

Location: In southeast Georgia on  
Route 301, 65 miles southwest of  
Savannah, 40 miles northwest of  
Brunswick, and 105 miles northwest of  
Jacksonville, Florida. The area is served  
by Jacksonville and Savannah  
International Airports and by  
Brunswick Airport.

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JCAHO**

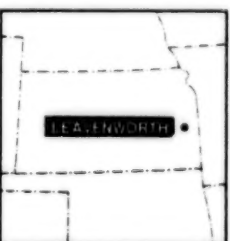


**FCI LA TUNA**  
P.O. Box 1000  
Texas Highway 20  
La Tuna, New Mexico-  
Texas 88021  
915-886-3422  
Fax: 915-886-4977  
**South Central Region**

Security Level: Low/Male (adjacent  
Minimum/Male camp).  
Judicial District: Western District of  
Texas.  
Capacity, December 1994: 1,026.  
Adjacent Camp, 324.  
1994 Average Daily Population:  
FCI: 995, Camp: 314.  
Staff: 315.

Location: On the Texas/New Mexico  
border adjacent to Mexico, 12 miles  
north of El Paso. Off Interstate 10 on  
State Highway 20. The area is served  
by El Paso International Airport.

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JCAHO**



**USP LEAVENWORTH**  
1300 Metropolitan  
Leavenworth, Kansas  
66048  
913-682-8700  
Fax: 913-682-0041  
**North Central Region**

Security Level: High/Male  
(adjacent Minimum/Male camp).  
Judicial District: District of Kansas.  
Capacity, December 1994: 1,299.  
Adjacent Camp, 324.  
1994 Average Daily Population:  
FCI: 1,611, Camp: 371.  
Staff: 542.

Location: 25 miles north of Kansas  
City. On Highway 73. The area is  
served by Kansas City International  
Airport (15 miles from the facility).

\* Population was less than capacity because the facility was in the process of being activated during 1994.



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## USP LEWISBURG

R. D. #5  
Lewisburg, Pennsylvania  
17837  
717-523-1251  
Fax: 717-524-5805

**Northeast Region**

Security Level: High/Male (adjacent Minimum/Male camp and Minimum/Male Intensive Confinement Center).  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1994: 872. Adjacent Camp, 352. Intensive Confinement Center, 180.  
1994 Average Daily Population: USP: 1,303, Camp: 328, ICC: 191.  
Staff: 590.

Location: In rural central Pennsylvania outside the town of Lewisburg, 200 miles north of Washington, D.C., and 170 miles west of Philadelphia. 6 miles south of Interstate 80, 2 miles off U.S. Route 15. The area is served by Williamsport Airport.



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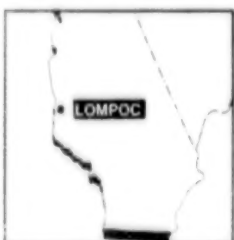
## FMC LEXINGTON

3301 Leestown Road  
Lexington, Kentucky  
40511  
606-255-6812  
Fax: 606-253-8821

**Mid-Atlantic Region**

Security Level: Administrative/Male  
Adjacent Minimum/Female camp.  
Judicial District: Eastern District of Kentucky.  
Capacity, December 1994: 1,309.  
1994 Average Daily Population: 1,291.  
Adjacent Camp: 60.  
Staff: 538.

Location: 7 miles north of Lexington on U.S. Highway 421. Lexington is served by Blue Grass Field Airport and Greyhound.



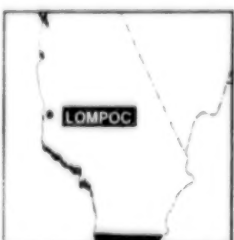
## FCI LOMPOC

3600 Guard Road  
Lompoc, California  
93436  
805-736-4154  
Fax: 805-735-8084

**Western Region**

Security Level: Low/Male.  
Judicial District: Central District of California.  
Capacity, December 1994: 472.  
1994 Average Daily Population: 1,050.  
Staff: 199.

Location: 175 miles northwest of Los Angeles, adjacent to Vandenberg Air Force Base. The area is served by Santa Barbara Airport (60 miles south), Santa Maria Airport (25 miles north), and Greyhound.



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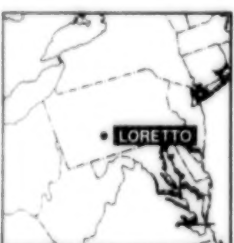
## USP LOMPOC

3901 Klein Boulevard  
Lompoc, California  
93436  
805-735-2771  
Fax: 805-737-0295

**Western Region**

Security Level: High/Male (adjacent Minimum/Male camp).  
Judicial District: Central District of California.  
Capacity, December 1994: 1,101.  
Adjacent Camp, 276.  
1994 Average Daily Population: USP: 1,492, Camp: 327.  
Staff: 526.

Location: See FCI Lompoc.



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## FCI LORETTO

P.O. Box 1000  
Loretto, Pennsylvania  
15940  
814-472-4140  
Fax: 814-472-6046

**Northeast Region**

Security Level: Low/Male.  
Judicial District: Western District of Pennsylvania.  
Capacity, December 1994: 477.  
1994 Average Daily Population: 572.  
Staff: 217.

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh. Off Route 22, midway between Interstate 80 and the Pennsylvania Turnpike via Route 220. The area is served by Pittsburgh International Airport, Amtrak, and Greyhound. Altoona and Johnstown are served by commuter airlines.



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## MDC LOS ANGELES

535 N. Alameda Street  
Los Angeles, California  
90012  
213-485-0439  
Fax: 213-626-5706

**Western Region**

Security Level:  
Administrative/Male/Female.  
Judicial District: Central District of  
California.  
Capacity, December 1994: 728.  
1994 Average Daily Population: 928.  
Staff: 295.

Location: In downtown Los Angeles, off  
the Hollywood Freeway (Highway 101)  
on the corner of Alameda and Aliso  
Streets. The area is served by Los  
Angeles International Airport and  
Amtrak.



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## FCI MANCHESTER

P.O. Box 3000  
Manchester, Kentucky  
40962  
606-598-1900  
Fax: 606-598-1413

**Mid-Atlantic Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp).  
Judicial District: Eastern District of  
Kentucky.  
Capacity, December 1994: 756.  
Adjacent Camp, 512.  
1994 Average Daily Population:  
FCI: 1,129, Camp: 494.  
Staff: 332.

Location: 75 miles south of  
Lexington on Interstate 75 and 20 miles  
east of London on the Daniel Boone  
Parkway. Go 4 miles north  
on State Highway 421, then 1.4 miles  
off 421 on Fox Hollow Road. The area  
is served by the Lexington Bluegrass  
Airport and the McGhee Tyson Airport  
in Knoxville, Tennessee.



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## FCI MARIANNA

3625 FCI Road  
Marianna, Florida 32446  
904-526-2313  
Fax: 904-482-6837

**Southeast Region**

Security Level: Medium/Male;  
High/Female (adjacent  
Minimum/Female camp).  
Judicial District: Northern District of  
Florida.  
Capacity, December 1994: 805.  
Adjacent Camp, 296.  
1994 Average Daily Population:  
FCI: 1,109, Camp: 343.  
Staff: 366.

Location: In the northern panhandle of  
Florida, 65 miles west of Tallahassee  
and 5 miles north of the town of  
Marianna. Off Highway 167.  
Marianna is served by Tallahassee  
Municipal Airport and Greyhound Bus  
Lines. Commercial airports also oper-  
ate in Dothan (35 miles northwest of  
the facility), and in Panama City (54  
miles south).



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## USP MARION

Rt. 5, P.O. Box 2000  
Marion, Illinois 62959  
618-964-1441  
Fax: 618-964-1695

**North Central Region**

Security Level: High/Male  
(adjacent Minimum/Male camp).  
Judicial District: Southern District of  
Illinois.  
Capacity, December 1994: 440.  
Adjacent Camp, 310.  
1994 Average Daily Population:  
USP: 360, Camp: 292.  
Staff: 385.

Location: 300 miles from Chicago and  
120 miles from St. Louis, 9 miles south  
of the city of Marion. Off Interstate 57  
via Highway 148 north, east on Little  
Grassy Road. The area is served by the  
Williamson County Airport.



**Accredited, ACA**

## FCI MCKEAN

P.O. Box 5000  
Bradford, Pennsylvania  
16701  
814-362-8900  
Fax: 814-362-3287

**Northeast Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp).  
Judicial District: Western District of  
Pennsylvania.  
Capacity, December 1994: 744.  
Adjacent Camp, 292.  
1994 Average Daily Population:  
FCI: 1,129, Camp: 289.  
Staff: 327.

Location: In a rural section of northwest  
Pennsylvania on the edge of the  
Allegheny National Forest between  
Bradford and Kane, Pennsylvania,  
90 miles south of Buffalo, New York. Off  
Route 59, one-quarter mile east of the  
intersection of State Route 59 and U.S.  
Route 219, between Interstate 80 and  
New York State Hwy. 17. The area is  
served by the Buffalo International  
Airport and Bradford Regional Airport.



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### FCI MEMPHIS

1101 John A. Denie  
Road  
Memphis, Tennessee  
38134-7690  
901-372-2269  
Fax: 901-382-5110

**Mid-Atlantic Region**

Security Level: Medium/Male.  
Judicial District: Western District of  
Tennessee.  
Capacity, December 1994: 810.  
1994 Average Daily Population: 1,219.  
Staff: 311.

Location: In the northeast section of  
Memphis at the intersection of  
Interstates 40 and Sycamore View  
Road. Memphis is served by Memphis  
International Airport.



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### MCC MIAMI

15801 S.W. 137th Avenue  
Miami, Florida 33177  
305-253-4400  
Fax: 305-255-5581

**Southeast Region**

Security Level: Administrative/Male  
(adjacent satellite camp).  
Judicial District: Southern District of  
Florida.  
Capacity, December 1994: 496.  
Adjacent Camp, 260.  
1994 Average Daily Population:  
MCC: 1,087, Camp: 175.  
Staff: 342.

Location: In the southwest section of  
Dade County, 30 miles from downtown  
Miami. Off the Florida Turnpike  
(Homestead Extension, 152nd St. exit,  
2.5 miles to 137th Street, going south).  
Miami is served by Miami International  
Airport.



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### FCI MILAN

P.O. Box 9999  
Arkona Road  
Milan, Michigan 48160  
313-439-1511  
Fax: 313-439-1944

**Mid-Atlantic Region**

Security Level: Low/Male.  
Judicial District: Eastern District of  
Michigan.  
Capacity, December 1994: 1,116.  
1994 Average Daily Population: 1,511.  
Staff: 416.

Location: 45 miles south of Detroit  
and 35 miles north of Toledo, in the  
town of Milan. Off U.S. 23 (exit 27).  
The area is served by Detroit Metro  
Airport.



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### FPC MILLINGTON

6696 Navy Road  
Millington, Tennessee  
38053  
901-872-2277  
Fax: 901-873-8202

**Mid-Atlantic Region**

Security Level: Minimum/Male.  
Judicial District: Western District of  
Tennessee.  
Capacity, December 1994: 403.  
1994 Average Daily Population: 507.  
Staff: 87.

Location: On the U.S. Naval Air  
Station, Memphis, about 20 miles  
north of Memphis on Route 51. The  
area is served by Memphis  
International Airport (30 miles) and  
Greyhound.



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### FPC MONTGOMERY

Maxwell Air Force Base  
Montgomery, Alabama  
36112  
334-834-3681  
Fax: 334-265-1996

**Southeast Region**

Security Level: Minimum/Male.  
Judicial District: Middle District of  
Alabama.  
Capacity, December 1994: 960.  
1994 Average Daily Population: 940.  
Staff: 127.

Location: On the bank of the Alabama  
River, at Maxwell Air Force Base. Off  
Interstates 65 and 85. Montgomery is  
served by Dannelly Field.



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## FCI MORGANTOWN

Greenbag Road  
P.O. Box 1000  
Morgantown, West  
Virginia 26507-1000  
304-296-4416  
Fax: 304-296-7549

**Mid-Atlantic Region**

Security Level: Minimum/Male.  
Judicial District: Northern District of  
West Virginia.  
Capacity, December 1994: 962.  
1994 Average Daily Population: 931.  
Staff: 196.

Location: In the mountainous region  
of north central West Virginia, on the  
southern edge of the city of  
Morgantown. Off State Highway 857  
(Greenbag Road). The area is served  
by the Morgantown Municipal Airport  
and Greyhound.



## FPC NELLIS

C.S. 4500  
North Las Vegas, Nevada  
89036-4500  
702-644-5001  
Fax: 702-644-7282

**Western Region**

Security Level: Minimum/Male.  
Judicial District: District of Nevada.  
Capacity, December 1994: 387.  
1994 Average Daily Population: 493.  
Staff: 80.

Location: 15 miles from downtown Las  
Vegas, on Nellis Air Force Base, Area  
II. Off Interstate 15. Las Vegas is  
served by McCarran International  
Airport.



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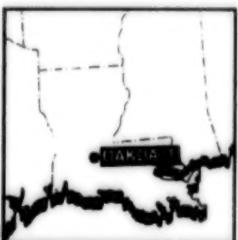
## MCC NEW YORK

150 Park Row  
New York, New York  
10007  
212-791-9130  
Fax: 212-791-9073

**Northeast Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Southern District of  
New York.  
Capacity, December 1994: 529.  
1994 Average Daily Population: 767.  
Staff: 320.

Location: In downtown Manhattan  
adjacent to Foley Square and across the  
street from the new Federal Courthouse,  
2 blocks from the base of the Brooklyn  
Bridge. New York City is served by  
LaGuardia, Kennedy, and Newark  
International Airports; Amtrak  
(Pennsylvania Station 34th Street); and  
Greyhound (42nd St. Port Authority bus  
station).



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## FCI OAKDALE

P.O. Box 5050  
Oakdale, Louisiana  
71463  
318-335-4070  
Fax: 318-335-3936

**South Central Region**

Security Level: Medium/Male.  
Judicial District: Western District of  
Louisiana.  
Capacity, December 1994: 850.  
1994 Average Daily Population: 1,246.  
Staff: 299.

Location: In central Louisiana, 35 miles  
south of Alexandria and 58 miles north  
of Lake Charles. On State Highway  
165, east of Route 165 on Whatley  
Road. The area is served by Esler  
Regional Airport (50 miles from the  
facility), and Trailways (service to  
Alexandria and Lake Charles).



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## FDC OAKDALE

P.O. Box 5060  
Oakdale, Louisiana  
71463  
318-335-4466  
Fax: 318-335-4476

**South Central Region**

Security Level: Administrative/Male  
(adjacent Minimum/Male camp).  
Judicial District: Western District of  
Louisiana.  
Capacity, December 1994: 630.  
Adjacent Camp, 118.  
1994 Average Daily Population:  
FDC: 679, Camp: 143.  
Staff: 279.

Location: See FCI Oakdale.





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### FCI OTISVILLE

P.O. Box 600  
Otisville, New York  
10963  
914-386-5855  
Fax: 914-386-9455

**Northeast Region**

Security Level: Administrative/Male.  
Judicial District: Southern District of New York.  
Capacity, December 1994: 631.  
1994 Average Daily Population: 973.  
Staff: 334.

**Location:** In the southeast part of New York State, near the Pennsylvania and New Jersey borders. The institution is 70 miles northwest of New York City, near Middletown. The area is served by several airports, the closest being Stewart International Airport at Newburgh, New York (45 minutes away). Bus and train service connect Otisville to New York City.



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### FCI OXFORD

Box 500  
Oxford, Wisconsin  
53952-0500  
608-584-5511  
Fax: 608-584-5315

**North Central Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Western District of Wisconsin.  
Capacity, December 1994: 586.  
Adjacent Camp, 106.  
1994 Average Daily Population: FCI: 1,000, Camp: 184.  
Staff: 349.

**Location:** In rural central Wisconsin, 60 miles north of Madison. Off U.S. 51 (Westfield exit, proceed west on Country Trunk E to County Trunk G, south to the institution). The area is served by Dane County Regional Airport. Greyhound provides service to the nearby towns of Portage and Wisconsin Dells.



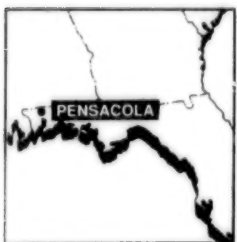
### FCI PEKIN

P.O. Box 7000, Pekin,  
Illinois 61555-7000  
309-346-8588  
Fax: 309-477-4688

**North Central Region**

Security Level: Medium/Male; Minimum/Female.  
Judicial District: Central District of Illinois.  
Capacity, December 1994: 1024.  
1994 Average Daily Population: 79,  
Camp: 0.\*  
Staff: 306.

**Location:** Located on Route 29 South in Pekin, approximately 10 miles south of Peoria, Illinois, 180 miles southwest of Chicago and 180 miles northeast of St. Louis, MO. The area is served by the Greater Peoria Regional Airport and Amtrak and bus service in Peoria.



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### FPC PENSACOLA

110 Raby Avenue  
Pensacola, Florida  
32509-5127  
904-457-1911  
Fax: 904-458-7295

**Southeast Region**

Security Level: Minimum/Male.  
Judicial District: Northern District of Florida.  
Capacity, December 1994: 424.  
1994 Average Daily Population: 517.  
Staff: 106.

**Location:** 175 miles west of Tallahassee and 50 miles east of Mobile, Alabama, on Saufley Field. Off Interstate 10. The area is served by Pensacola Municipal Airport and Greyhound.



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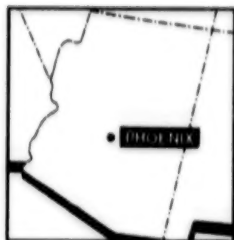
### FCI PETERSBURG

P.O. Box 1000  
Petersburg, Virginia  
23804-1000  
804-733-7881  
Fax: 804-733-3728

**Mid-Atlantic Region**

Security Level: Low/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of Virginia.  
Capacity, December 1994: 734.  
Adjacent Camp, 148.  
1994 Average Daily Population: FCI: 1,178, Camp: 312.  
Staff: 375.

**Location:** 25 miles southeast of Richmond. Off Interstate 95; take Exit 54 (Temple Avenue/Highway 144), proceed east approximately 3 miles, turn left on River Road (Highway 725). The area is served by Petersburg Municipal Airport and Richmond International Airport.



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### **FCI PHOENIX**

37900 N. 45th Avenue,  
Dept. 1680  
Phoenix, Arizona  
85027-7003  
602-465-9757  
Fax: 602-465-7051

**Western Region**

Security Level: Medium/Male (adjacent Minimum/Female camp).  
Judicial District: District of Arizona.  
Capacity, December 1994: 648.  
Adjacent Camp, 272.  
1994 Average Daily Population:  
FCI: 1,241, Camp: 328.  
Staff: 370.

Location: 30 miles north of downtown Phoenix. Off Interstate 17 (Pioneer Road exit). The area is served by Phoenix Sky Harbor International Airport, seven regional airports, and commercial bus lines.



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### **FCI RAY BROOK**

P.O. Box 300  
Ray Brook, New York  
12977  
518-891-5400  
Fax: 518-891-0011

**Northeast Region**

Security Level: Medium/Male.  
Judicial District: Northern District of New York.  
Capacity, December 1994: 780.  
1994 Average Daily Population: 987.  
Staff: 290.

Location: In the Adirondack Mountain region of upstate New York, midway between the villages of Lake Placid and Saranac Lake. Off Route 86. The area is served by the Adirondack Airport (Saranac Lake), Albany Airport (2-1/2 hours away), and the Burlington (Vermont) Airport (2 hours away).



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### **FMC ROCHESTER**

P.O. Box 4600  
2110 East Center Street  
Rochester, Minnesota  
55903-4600  
507-287-0674  
Fax: 507-282-3741

**North Central Region**

Security Level:  
Administrative/Male/Female.  
Judicial District: District of Minnesota.  
Capacity, December 1994: 609.  
1994 Average Daily Population: 789.  
Staff: 469.

Location: In southeastern Minnesota, 2 miles east of downtown Rochester. Off State Highway 296 (Fourth Street). The area is served by Rochester Airport and Greyhound.



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### **FCI SAFFORD**

RR 2, Box 820  
Safford, Arizona 85546-  
9729  
602-428-6600  
Fax: 602-348-1331

**Western Region**

Security Level: Low/Male.  
Judicial District: District of Arizona.  
Capacity, December 1994: 431.  
1994 Average Daily Population: 712.  
Staff: 183.

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix. Off Highway 191, 7 miles south of the town of Safford. The area is served by Tucson Airport, Phoenix Airport, and Greyhound and Bridgewater Bus services to Tucson and Phoenix airports.



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### **MCC SAN DIEGO**

808 Union Street  
San Diego, California  
92101-6078  
619-232-4311  
Fax: 619-595-0390

**Western Region**

Security Level:  
Administrative/Male/Female.  
Judicial District: Southern District of California.  
Capacity, December 1994: 625.  
1994 Average Daily Population: 1,022.  
Staff: 270.

Location: In downtown San Diego, connected to the U.S. Courthouse via a secure tunnel. San Diego is served by Lindbergh Field airport, Amtrak, and Greyhound.



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## FCI SANDSTONE

Kettle River Road  
Sandstone, Minnesota  
55072  
612-245-2262  
Fax: 612-245-0385

**North Central Region**

Security Level: Low/Male.  
Judicial District: District of Minnesota.  
Capacity, December 1994: 452.  
1994 Average Daily Population: 774.  
Staff: 254.

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth. Off Interstate 35 (Sandstone exit, follow Highway 23 to Route 123 east). The area is served by Greyhound.



## FCI SCHUYLKILL

P.O. Box 700  
Minersville, Pennsylvania  
17954  
717-544-7100  
Fax: 717-544-7225

**Northeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of Pennsylvania.  
Capacity, December 1994: 729.  
Adjacent Camp, 296.  
1994 Average Daily Population: FCI: 1,082, Camp: 296.  
Staff: 383.

Location: 175 miles north of Washington, D.C., and 46 miles north of Harrisburg, Pennsylvania. One-eighth mile west of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport and Capitol Trailways.



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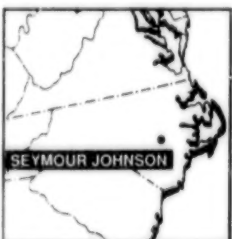
## FCI SEAGOVILLE

2113 North Highway 175  
Seagoville, Texas 75159  
214-287-2911  
Fax: 214-287-4827

**South Central Region**

Security Level: Low/Male.  
Judicial District: Northern District of Texas.  
Capacity, December 1994: 805.  
1994 Average Daily Population: 1,066.  
Staff: 268.

Location: 11 miles southeast of Dallas, off Highway 175 (Hawn Freeway). The area is served by the Dallas-Fort Worth International Airport.



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## FPC SEYMOUR JOHNSON

Caller Box 8004  
Goldsboro, North Carolina 27533-8004  
919-735-9711  
Fax: 919-735-0169

**Mid-Atlantic Region**

Security Level: Minimum/Male.  
Judicial District: Eastern District of North Carolina.  
Capacity, December 1994: 576.  
1994 Average Daily Population: 562.  
Staff: 106.

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by the Raleigh/Durham International Airport (60 miles northeast of the facility), Kinston Airport (26 miles south), and Greyhound.



## FCI SHERIDAN

27072 Ballston Road  
Sheridan, Oregon 97378-9601  
503-843-4442  
Fax: 503-843-3408

**Western Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: District of Oregon.  
Capacity, December 1994: 749.  
Adjacent Camp, 384.  
1994 Average Daily Population: FCI: 1,260, Camp: 518.  
Staff: 325.

Location: In northwestern Oregon in the heart of the South Yamhill River Valley, 90 minutes from Portland. Off Highway 18 on Ballston Road. The area is served by Portland International Airport.



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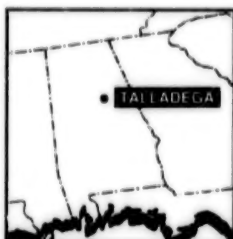
## MCFP SPRINGFIELD

P.O. Box 4000  
Springfield, Missouri  
65808  
417-862-7041  
Fax: 417-837-1711

**North Central Region**

Security Level: Administrative/Male.  
Judicial District: Western District of Missouri.  
Capacity, December 1994: 1,014.  
1994 Average Daily Population: 1,009.  
Staff: 681.

Location: In Springfield, at the corner of Sunshine Street and the Kansas Expressway. Off Interstate 44. Springfield is served by Springfield Municipal Airport, Greyhound, and Trailways.



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JCAHO**

## FCI TALLADEGA

565 East Renfroe Road  
Talladega, Alabama  
35160  
205-362-0410  
Fax: 205-362-8331

**Southeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Alabama.  
Capacity, December 1994: 699.  
Adjacent Camp, 296.  
1994 Average Daily Population: FCI: 1,068, Camp: 379.  
Staff: 364.

Location: In the foothills of northern Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta. Off Interstate 20 on Renfroe Road.



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## FCI TALLAHASSEE

501 Capital Circle, N.E.  
Tallahassee, Florida  
32301-3572  
904-878-2173  
Fax: 904-942-8374

**Southeast Region**

Security Level: Low/Administrative/Male.  
Judicial District: Northern District of Florida.  
Capacity, December 1994: 645.  
Detention Center: 180.  
1994 Average Daily Population: 1,286.  
Detention Center: 200.  
Staff: 362.

Location: Three miles east of downtown Tallahassee. On Highway 319 at the intersection with Park Avenue. Tallahassee is served by Tallahassee Regional Airport.



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JCAHO**

## FCI TERMINAL ISLAND

1299 Seaside Avenue  
Terminal Island,  
California 90731  
310-831-8961  
Fax: 310-932-5326

**Western Region**

Security Level: Medium/Male.  
Judicial District: Central District of California.  
Capacity, December 1994: 452.  
1994 Average Daily Population: 1,226.  
Staff: 331.

Location: In Los Angeles Harbor between San Pedro and Long Beach. Off Harbor Freeway to San Pedro (cross the Vincent Thomas Bridge and take Seaside Avenue to the Main Gate). The area is served by Los Angeles International Airport and Long Beach Airport.



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## USP TERRE HAUTE

Highway 63 South  
Terre Haute, Indiana  
47808  
812-238-1531  
Fax: 812-238-9873

**Mid-Atlantic Region**

Security Level: High/Male (adjacent Minimum/Male camp).  
Judicial District: Southern District of Indiana.  
Capacity, December 1994: 766.  
Adjacent Camp, 284.  
1994 Average Daily Population: USP: 1,215, Camp: 409.  
Staff: 513.

Location: 2 miles south of the city of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. On Highway 63. Terre Haute is served by Hulman Regional Airport and Greyhound.



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## FCI TEXARKANA

Texarkana, Texas 75505  
903-838-4587  
Fax: 903-838-4071

**South Central Region**

Security Level: Low/Male (adjacent Minimum/Male camp).

Judicial District: Eastern District of Texas.

Capacity, December 1994: 749.

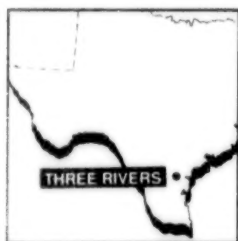
Adjacent Camp, 147.

1994 Average Daily Population:

FCI: 1,093, Camp: 287.

Staff: 316.

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, Louisiana, and 175 miles east of Dallas-Fort Worth. Off Route 59 South, on Leopard Drive.



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## FCI THREE RIVERS

P.O. Box 4000  
Three Rivers, Texas 78071  
512-786-3576  
Fax: 512-786-4909

**South Central Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).

Judicial District: Southern District of Texas.

Capacity, December 1994: 784.

Adjacent Camp, 192.

1994 Average Daily Population:

FCI: 1,163, Camp: 313.

Staff: 299.

Location: The 302-acre site is located about 80 miles south of San Antonio, Texas, and 73 miles northwest of Corpus Christi, Texas, on Interstate 37, and 9 miles west of Three Rivers, Texas, near the Choke Canyon Reservoir.



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## FCI TUCSON

8901 South Wilmot Road  
Tucson, Arizona 85706  
602-574-7100  
Fax: 602-670-5674

**Western Region**

Security Level: Medium/Male, Administrative/Male/Female.

Judicial District: District of Arizona.

Capacity, December 1994: 681.

1994 Average Daily Population: 745.

Staff: 242.

Location: In southern Arizona, 10 miles southeast of the city of Tucson near Interstate 10 and Wilmot Road. Tucson is served by Tucson International Airport, Amtrak, and Greyhound.



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## FPC YANKTON

Box 680  
Yankton, South Dakota 57078  
605-665-3262  
Fax: 605-665-4703

**North Central Region**

Security Level: Minimum/Male.

Judicial District: District of South Dakota.

Capacity, December 1994: 406.

1994 Average Daily Population: 588.

Staff: 126.

Location: In the southeastern corner of South Dakota, approximately 60 miles northwest of Sioux City, Iowa, and 85 miles southwest of Sioux Falls, South Dakota. Off U.S. 81 in the town of Yankton. The area is served by airports in Sioux City and Sioux Falls, as well as a municipal airport in Yankton.

# IN THE WORKS

**T**he Bureau of Prisons has undertaken new construction projects to accommodate the growing Federal inmate population and reduce the overcrowding in its current institutions. The following institutions are scheduled to come online in the coming months. Please note that the estimated construction completion dates supplied below are projections, not fixed dates; also, once construction is completed at a new institution, that institution does not immediately begin accepting inmates, as there are necessary activation and preparatory procedures that must be enacted beforehand.

## **FCI BECKLEY, WEST VIRGINIA**

Rated capacity: 1,536.  
Estimated construction completion:  
summer 1995.

## **FCI (Low) BUTNER, NORTH CAROLINA**

Rated capacity: 992.  
Estimated construction completion:  
fall 1995.

## **FCC COLEMAN, FLORIDA**

Low  
Rated capacity: 1,536.  
Estimated construction completion:  
summer 1995.

Medium

Rated capacity: 1,152.  
Estimated construction completion:  
fall 1995.

## **FCI (Low) FORREST CITY, ARKANSAS**

Rated capacity: 1,536.  
Estimated construction completion:  
fall 1996.

## **FDC MIAMI, FLORIDA**

Rated capacity: 1,233.  
Construction completed: winter 1995.

## **FTC OKLAHOMA CITY, OKLAHOMA**

Rated capacity: 1,043.  
Construction completed: winter 1995.

## **FCI (Low) TAFT, CALIFORNIA**

Rated capacity: 1,536.  
Estimated construction completion:  
summer 1996.

## **MDC SEATAC, WASHINGTON**

Rated capacity: 677.  
Estimated construction completion:  
fall 1996.

## **FCI (Low) YAZOO CITY, MISSISSIPPI**

Rated capacity: 1,536.  
Estimated construction completion:  
fall 1996.



# COMMUNITY CORRECTIONS

The Bureau's Community Corrections and Detention Division is responsible for the development and implementation of policies and procedures related to the administration of approximately 600 community corrections and detention contract facilities nationwide. In addition to the community corrections and detention professionals located in the Bureau's Central Office in Washington, D.C., each of the Bureau's six Regional Offices has a community corrections regional administrator who oversees 13 management center administrators, as well as the activities of 30 Community Corrections Offices (CCOs) throughout the United States.

Each CCO has a community corrections manager, who is responsible for the development, administration, and routine oversight of residential and nonresidential services provided through contractual agreements. Programs and services are facilitated through contractual agreements with Federal, State, county, and city Government agencies and through contracts with private agencies. Services provided by these agencies include prerelease programs; short- and long-term detention; juvenile and adult boarding; and home confinement programs such as those using electronic monitoring.

The Bureau of Prisons is also actively involved in the expansion of new programs and facilities — including Intensive Confinement Centers (ICCs), urban work camps, transitional drug-abuse treatment programs, and comprehensive sanctions

centers. As approximately 25 percent of the Bureau's population consists of foreign nationals, the Detention Branch has been proactive in obtaining additional contract bedspace for this group.

## **ATLANTA CCM OFFICE**

505 McDonough Blvd., SE  
Atlanta, GA 30315  
404-624-8141, Fax: 404-624-8145  
Districts: Northern Florida,  
Northern/Middle/Southern Georgia,  
South Carolina

## **BALTIMORE-MARO CCM OFFICE**

10010 Junction Drive, Suite 100-N  
Annapolis Junction, MD 20701  
301-317-3134, Fax: 301-317-3139  
Districts: Maryland, Delaware, District of  
Columbia, Northern West Virginia

## **BOSTON CCM OFFICE**

JFK Federal Building  
Suite 2200  
Boston, MA 02203  
617-565-4293, Fax: 617-565-4297  
Districts: Massachusetts, Vermont,  
Connecticut, Maine,  
Rhode Island, New Hampshire

## **BROOKLYN CCM OFFICE**

408 Jay Street, Suite 400  
Brooklyn, NY 11201  
718-488-6877 FAX: 718-488-6881  
District: Eastern New York

## **CHICAGO CCM OFFICE**

200 W. Adams  
Suite 2915  
Chicago, IL 60606  
312-886-2114, Fax: 312-886-2118  
Districts: Central/Northern Illinois

## **CINCINNATI CCM OFFICE**

36 East 7th Street  
Suite 2107-A  
Cincinnati, OH 45202  
513-684-2603, Fax: 513-684-2590  
Districts: Ohio, Eastern Kentucky,  
Southern Indiana

## **DALLAS CCM OFFICE**

207 South Houston Street  
Room 144  
Dallas, TX 75202  
214-655-5050, Fax: 214-655-5060  
Districts: Oklahoma, Northern Texas

## **DENVER CCM OFFICE**

1961 Stout Street, Rm. 665  
Denver, CO 80294  
303-844-5176, Fax: 303-844-6189  
District: Colorado

## **DETROIT CCM OFFICE**

1850 Federal Bldg.  
477 Michigan Avenue  
Detroit, MI 48226  
313-226-6186, Fax: 313-226-7327  
Districts: Michigan, Northern Indiana

## **EL PASO CCM OFFICE**

208 Mesa One Building  
4849 North Mesa Street  
El Paso, TX 79912  
915-534-6326, Fax: 915-534-6432  
Districts: New Mexico, Western Texas  
(Midland, Pecos, Del Rio, and El Paso  
Division)

## **HOUSTON CCM OFFICE**

515 Rusk Street, Rm. 12016  
Houston, TX 77002  
713-229-2781, Fax: 713-229-2780  
Districts: Southern/Eastern Texas

## **KANSAS CITY CCM OFFICE**

U.S. Federal Courthouse  
500 State Avenue, Rm. 237  
Kansas City, KS 66101  
913-551-5714, Fax: 913-551-5718  
Districts: Northern/Southern Iowa,  
Kansas, Nebraska, Western Missouri

## **LONG BEACH CCM OFFICE**

501 West Ocean Boulevard  
Suite 3260  
Long Beach, CA 90802-4221  
310-980-3536, Fax: 310-980-3543  
District: Central California

**MIAMI CCM OFFICE**

401 North Miami Avenue  
Miami, FL 33128  
305-536-5705, Fax: 305-536-6530  
Districts: Puerto Rico, Virgin Islands,  
Southern Florida

**MILWAUKEE CCM OFFICE**

City Center Plaza Building  
Reuss Federal Plaza  
310 Wisconsin Avenue, Suite 1250  
Milwaukee, WI 53202  
414-297-1690, Fax: 414-297-1689  
Districts: Eastern/Western Wisconsin

**MINNEAPOLIS/ST. PAUL CCM OFFICE**

Federal Office Building  
212 3rd Ave., S., Rm. 135  
Minneapolis, MN 55401  
612-334-4073, Fax: 612-334-4077  
Districts: North Dakota, South Dakota,  
Minnesota

**MONTGOMERY CCM OFFICE**

P.O. Box 171  
15 Lee Street  
U.S. Courthouse, Rm. B-18  
Montgomery, AL 36101  
334-223-7480, Fax: 334-223-7012  
Districts: Southern/Middle/Northern  
Alabama, Southern/Northern Mississippi,  
Northern Florida

**NASHVILLE CCM OFFICE**

U.S. Courthouse, Rm. 599  
Nashville, TN 37203  
615-736-5148, Fax: 615-736-5147  
Districts: Tennessee, Western Kentucky

**NEW ORLEANS CCM OFFICE**

701 Loyola Ave., Rm. T-3034  
New Orleans, LA 70113  
504-589-6646, Fax: 504-589-2378  
Districts: Louisiana, Arkansas

**NEW YORK CCM OFFICE**

26 Federal Plaza  
Rm. 3716  
New York, NY 10278  
212-264-9520  
Districts: Southern New York, New Jersey

**ORLANDO CCM OFFICE**

135 W. Central Blvd., Suite 650  
Orlando, FL 32801  
407-648-6055, Fax: 407-648-6058  
District: Middle Florida

**PHILADELPHIA CCM OFFICE**

1880 John F. Kennedy Boulevard  
Suite 502  
Philadelphia, PA 19103  
215-656-6903, Fax: 215-656-6907  
Districts: Eastern/Middle Pennsylvania

**PHOENIX CCM OFFICE**

U.S. Post Office and Federal Building,  
Rm. 243  
522 N. Central Ave.  
Phoenix, AZ 85004-2168  
602-379-4947, Fax: 602-379-4061  
Districts: Southern California, Arizona

**PITTSBURGH CCM OFFICE**

411 7th Avenue, Room 1204  
Pittsburgh, PA 15319  
412-644-6560, Fax: 412-644-3408  
Districts: Northern/Western New York,  
Western Pennsylvania

**RALEIGH CCM OFFICE**

P.O. Box 27743  
310 New Bern Avenue, Rm. 303  
Raleigh, NC 27611-7743  
919-856-4548, Fax: 919-856-4777  
Districts: Southern West Virginia,  
North Carolina

**SACRAMENTO CCM OFFICE**

3522 Federal Building  
650 Capitol Mall  
Sacramento, CA 95814  
916-498-5718, Fax: 916-498-5723  
District: Eastern California

**ST. LOUIS CCM OFFICE**

U.S. Federal Courthouse  
1114 Market Street  
Room 902  
St. Louis, MO 63101  
314-539-2376, Fax: 314-539-2465  
Districts: Southern Illinois, Eastern  
Missouri

**SALT LAKE CITY CCM OFFICE**

U.S. Courthouse  
350 S. Main Street, Rm. 503  
Salt Lake City, UT 84101  
801-524-4212, Fax: 801-524-3112  
Districts: Utah, Wyoming, Nevada, Idaho

**SAN ANTONIO CCM OFFICE**

615 East Houston  
Room 325  
San Antonio, TX 78205  
210-229-6225, Fax: 210-229-6224  
District: Western Texas

**SAN FRANCISCO CCM OFFICE**

450 Golden Gate Ave., Rm. 14545B  
P.O. Box 36137  
San Francisco, CA 94102  
415-556-3794, Fax: 415-556-3239  
Districts: Northern California, Guam,  
Hawaii

**SEATTLE CCM OFFICE**

3160 Jackson Federal Bldg.  
915 Second Ave.  
Seattle, WA 98174  
206-220-6593, Fax: 206-220-6591  
Districts: Alaska, Oregon,  
Western/Eastern Washington, Montana

# STATISTICAL DATA: DECEMBER 31, 1994

## GENERAL DATA

### INSTITUTION RATED CAPACITY

Total.....	68,221
Percent of capacity occupied.....	126%

### INMATES UNDER BUREAU JURISDICTION

Total.....	95,034
In Bureau institutions.....	85,573
Other*.....	9,461

\*Includes inmates in Community Corrections Centers, State boarders, juveniles, and other contract categories.

Sentenced.....	89.2%
Unsentenced.....	10.8%

### AVERAGE COST OF CONFINEMENT PER INMATE (FY 1994)

Daily.....	\$58.50
Annual.....	\$21,352

### STAFF TO INMATE RATIO.....1:2.6

White.....	61.8%
Other.....	2.8%

## INMATE CHARACTERISTICS

Average Age.....	37
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## GENDER

Male.....	92.5%
Female.....	7.5%

## RACE

White.....	61.8%
Black.....	35.4%
66 Other.....	2.8%

## ETHNICITY

Hispanic.....	26.7%
Non-Hispanic.....	73.3%

## CITIZENSHIP

U.S.....	74.8%
Mexico.....	8.9%
Colombia.....	4.4%
Cuba.....	2.9%
Dominican Republic.....	1.6%
Nigeria.....	1.0%
Other.....	5.1%

## TYPE OF COMMITMENTS

U.S. Code.....	96.3%
Probation Violation.....	1.7%
Parole Violation.....	1.0%
State Territorial.....	0.6%
D.C. Superior Court.....	0.4%

## MEDIAN MONTHS EXPECTED TO BE SERVED

All offenses.....	63
Drug offenses.....	71
Robbery.....	91
Property offenses.....	48
Extortion, fraud, and bribery.....	22
Violent offenses.....	142
Firearms, explosives, and arson.....	51
White-collar offenses.....	17
Immigration.....	20
Sex offenses.....	74
National security.....	51
Continuing criminal enterprise.....	152

## INMATE STATUS

### INMATES BY SECURITY LEVEL

Minimum.....	40%
Low.....	29.0%
Medium.....	24.6%
High.....	12.4%

## STATISTICS BY INMATE SECURITY LEVEL

	<b>MIN.</b>	<b>LOW</b>	<b>MED.</b>	<b>HIGH</b>
<b>SENTENCE LENGTH (YEARS)</b>				
Average Sentence Length .....	5	6.5	10	15
<b>SENTENCE IMPOSED (AS % OF POPULATION)</b>				
Under 1 year .....	5.1%	1.4%	0.4%	0.5%
1-3 years .....	27.5%	12.9%	6.1%	1.3%
3-5 years .....	21.4%	15.1%	9.3%	3.6%
5-10 years .....	29.3%	28.6%	23.3%	13.5%
10-15 years .....	13.6%	26.2%	24.5%	18.1%
15-20 years .....	1.8%	9.4%	16.6%	15.8%
Over 20 years .....	1.2%	5.9%	18.8%	31.8%
Life Sentence .....	0.1%	0.5%	1.0%	15.4%
<b>OFFENSE (AS % OF POPULATION)</b>				
Drug/Liquor .....	67.0%	69.7%	56.1%	33.9%
Robbery .....	1.5%	6.6%	15.8%	33.9%
Property Offenses .....	6.8%	4.7%	4.6%	4.4%
Extortion, Bribery, and Fraud .....	12.9%	3.3%	2.1%	1.0%
Violent Offenses .....	0.3%	1.8%	3.8%	10.3%
Arms, Explosives, Arson .....	7.6%	7.0%	11.8%	12.0%
All Others .....	4.2%	6.4%	8.7%	15.5%

# FEDERAL BUREAU OF PRISONS EMPLOYEES

## PERSONNEL

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Personnel, Dec. 31, 1994 .....	26,489
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## GENDER

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Male .....	73.4%
Female .....	26.6%

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## RACE/ETHNICITY

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White .....	69.3%
Black .....	18.5%
Hispanic .....	9.4%
Other .....	2.8%

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## EDUCATION

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High School .....	32.6%
Technical School .....	4.8%
Some College .....	31.2%
College Degree .....	19.6%
Some Graduate School .....	3.0%
Professional Degree .....	1.9%
Master's Degree .....	5.4%
Ph.D. ....	1.5%

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## AGE

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18-24 .....	2.4%
25-29 .....	17.0%
30-34 .....	27.7%
35-39 .....	25.4%
40-44 .....	14.2%
45-49 .....	9.3%
50-55 .....	3.0%
Older than 55 .....	1.0%

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